

'What if I decide to just do nothing?'

Breast cancer's new frontier

By Siobhan O'Connor



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Cover Story

First, Do No Harm

Inside the debate over when to operate on breast-cancer patients—and when to wait

By Siobhan O'Connor **30**



Dr. Shelley Hwang is studying less invasive breast-cancer treatments

The Doctor Is In

How celebrated brain surgeon Ben Carson, a political novice of deep faith, vaulted near the top of the GOP heap

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Multiple Choice

As they compete to test students years away from college, the SAT and the ACT are about to look much more alike

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Home Is Where the Art Is

Philanthropist Eli Broad has been remaking L.A.'s downtown for years. Now he's added a big new piece: his own museum

By Richard Lacayo **50**

On the cover:
Photograph by Peter Hapak for TIME

Hwang: EVAN KAFKA FOR TIME; JACKSON: ALEXANDER TAMARGO—GETTY IMAGES

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Janet Jackson,
page 55

On the road with Pope Francis

When Pope Francis set out on his historic trip to Cuba and the U.S., TIME was granted a much sought-after seat on the papal plane. We asked correspondent ELIZABETH DIAS to share details about the experience of traveling with the Pontiff.

SHEPHERD ONE, AS THE PLANE IS DUBBED, WAS AN ideal perch for close coverage. The Holy Father's quarters, along with those of Cardinals and Archbishops, were in the plane's first section. Vatican security teams occupied the middle section, while some 75 reporters from all over the world occupied the rear.

There, we followed a strict, often minute-by-minute schedule, choreographed by the Vatican months before and laid out in a thick white booklet. Security was always a factor, but not always as you might expect: we were at times able to move more freely (and closer to the Pope) in Havana than in the U.S., where security was generally tighter.

Francis held two press conferences while aloft: the first lasted 26 minutes as we left Cuba, the second nearly an hour as we headed back to Rome. Opportunities to question him directly are extremely rare, which is why reporters on board decide as a group who gets to ask a question. The questions came in Spanish, Italian, French and English; Francis answered in Spanish and Italian. When TIME's turn came, I asked him what surprised him most about his visit. He said he found the welcomes in Washington, New York City and Philadelphia all very warm and all very different.

It was a trip of divisions—of wealth, language, power, spirituality—and of a Pope attempting to bridge them. In late October, he visits Africa for the first time—Kenya, Uganda and the Central African Republic. The trip will go to the heart of the future of the Catholic Church demographically and spiritually. And if his journey to America was any guide, it will be a voyage of discovery. □



TIME correspondent Dias speaks to Francis on Sept. 28



What you said about ...

THE PAPAL VISIT The Oct. 5 cover story on Pope Francis' first trip to the U.S., by Nancy Gibbs and Elizabeth Dias, was welcomed by the Pontiff's fans. "If there is a God, and most of us would hope that this be the case, he is masquerading as a man called Pope

Francis," wrote Ralph Barkey of Lincoln, Calif., adding that one doesn't have to be Catholic—Barkey is Episcopalian—to appreciate the way the Pope speaks to all human beings. Others, however, questioned whether the story inflated

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'The outrageous accusations leveled against Planned Parenthood ... are offensive and categorically untrue.'



CECILE RICHARDS, Planned Parenthood president, fighting back against efforts by antiabortion lawmakers to defund the group after what she denounced as "heavily doctored videos" depicted officials discussing fetal-tissue research; multiple state investigations have found no evidence fetal tissue was mishandled

13 million

New iPhone 6s and 6s Plus models sold by Apple the first weekend they were available, a new opening-weekend record

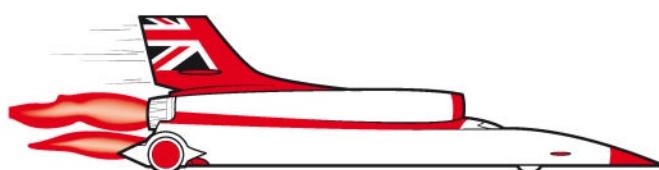


\$25,000

Cost of a new diamond-encrusted manicure at a California salon

'Dangerous currents risk pulling us back into a darker, more disordered world.'

PRESIDENT OBAMA, criticizing Russia for its support of Syrian强人Bashar Assad, just before he and Russian President Vladimir Putin met on the sidelines of the U.N. General Assembly



'THANK YOU FOR JOINING US AS WE CONTINUE THE WAR ON BULLSH-T.'

TREVOR NOAH, comedian, kicking off his tenure as new host of *The Daily Show* after the departure of Jon Stewart



Chipotle Carnitas returned to the Mexican-food chain after a pork supply problem was resolved



GOOD WEEK
BAD WEEK



Whole Foods
The grocery chain cut 1,500 jobs amid weak sales numbers

'I'm glad it happened in 2015 instead of 2016.'

BILL CLINTON, former President, dismissing the email scandal plaguing Hillary Clinton's presidential campaign as a media-driven distraction that will dissipate, after newly discovered correspondence raised questions about her assertion that she turned over all work-related emails to authorities



'Those who covered this up are guilty.'

POPE FRANCIS, vowing at the close of his U.S. trip that American bishops who concealed sexual abuse by clergy members would be held accountable



1,000

Speed, in miles per hour, of a new jet-powered car; its British developers hope it will break the land-speed record

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The Brief

'THEY ... HAVE TO BE MEASURED AGAINST SOME YARDSTICK OF ACCOUNTABILITY.' —PAGE 15



Putin and Obama discussed Syria at the U.N., meeting formally for the first time since 2013

RUSSIA

Putin takes on Syria and makes Russia a global player again

By Marvin Kalb

IN VLADIMIR PUTIN'S WORLD, IT IS only a short flight from Ukraine to Syria, and in both war-torn countries his message is the same: Russia is back, and without its full participation, no solution to either crisis is possible.

That much was clear on Sept. 30, when Russia began carrying out air strikes in Syria, dropping bombs on the rebel-controlled city of Homs. Putin's move, which came after weeks of Russian military buildup at a base in northeastern Syria, will almost certainly prolong and escalate the country's four-year-old civil war. But it was also the latest step in Russia's journey from the national humiliation caused by the 1991 breakup of the Soviet Union to global recognition as a resurgent power. Putin cannot boast of Russia's cultural or economic

achievements (there have been none to boast of), but he has invested billions in modernizing Russia's military-industrial complex—power that he has used to achieve his political objectives.

And this he has done with an almost reckless abandon. First in Ukraine, where he annexed Crimea and instigated a successful pro-Russian rebellion in the southeast, and now in Syria, where he is increasing Russian influence and prestige in the Middle East—and by comparison, shrinking America's.

Putin's influence was on full display at the U.N. General Assembly, which he attended for the first time in 10 years. Putin wanted to force President Barack Obama, who would also be at the U.N., to join him for a controversial summit to discuss and

legitimize the topic of the day: Putin's sudden and vague proposal for peace in Syria. In his speech on Sept. 28, he all but taunted the West for failing to stop ISIS or the war in Syria. "It's not about Russia's ambitions but recognition of the fact that we can no longer tolerate the current state of affairs in the world," he said.

Within two days Putin acted, using not only words but military force. He had the upper chamber of the Russian parliament approve the use of force in support of Syrian President Bashar Assad, a longtime ally. Sergei Ivanov, Putin's chief of staff, stressed that Russia was not opening the door to the use of combat troops on the ground in Syria. "We're talking exclusively about operations of Russia's air force," he said. "As our President has already said, the use of armed forces on the ground theater of military operations is excluded." But Putin could always change his mind.

Meanwhile, Putin has seized the diplomatic initiative, fashioning an important intelligence-sharing operation with Iraq, Iran and Syria that effectively leaves Washington in the cold. He was at the U.N. for all of seven hours, but he turned diplomacy on Syria on its head. Just as he stunned the world in March 2014 with his seizure of Crimea, he has now captured everyone's attention on Syria. He used the U.N. to spotlight his peace proposal, which includes keeping his client Assad in power for the foreseeable future.

Obama, on numerous occasions, has demanded Assad's immediate abdication. It's now clear that won't happen—a reality Obama essentially acknowledged in his own U.N. speech when he called instead for

a "managed transition away from Assad." It seems no peace plan for Syria can be negotiated that does not start with Putin's, and none can be finalized without his approval. It is Putin, not Obama, who suddenly appears to be the peacemaker.

By focusing on Syria, by proving once again that military power can buy diplomatic and political advantage, Putin has forced Ukraine off the front page. His not so subtle signal to Western Europe, currently overwhelmed by the flood of migrating refugees, is that only he can end the war in Syria and only by ending the war in Syria can the human flood be stopped. And if Putin actually does manage to reduce the level of conflict in Syria, he argues, is Russia not entitled to an end to Western sanctions over Ukraine, sanctions he has repeatedly labeled "illegal" in any case?

Putin is no statesman—he is a dedicated Russian nationalist whose country is hurting because of Western sanctions and the fall in world oil prices. More than anything, Putin wants to retain his hold on power. He can't do anything about cheap oil, but he believes he may be able to do something about Syria. It's too soon to know whether he will get his way in the Syrian conflict, an ongoing catastrophe that has resisted foreign intentions both good and bad for a long time. Yet while Putin may be on the wrong side of history, for now he's playing his cards like a master, albeit one with a narrow, selfish, nationalistic focus.

Kalb, senior adviser to the Pulitzer Center and senior fellow at the Brookings Institution, is the author of Imperial Gamble: Putin, Ukraine and the New Cold War



◆

TRENDING



DIPLOMACY

Palestinian President Mahmoud Abbas told the U.N. that the **Palestinians would no longer be bound by the 1993 Oslo Accords** and other agreements that have sought to foster a two-state solution to the conflict with Israel.

SCIENCE

New research shows that even if countries manage to fulfill current pledges to reduce carbon emissions, **the world will likely still warm 6.3°F (3.5°C)** above preindustrial levels by 2100. Climate scientists say such an increase may be too much for the planet to endure.

ENERGY

Royal Dutch Shell ended its \$7 billion offshore-drilling effort in the Alaskan Arctic Sept. 28 after it did **not find enough oil and gas** in one well "to warrant further exploration" given the project's "high costs." Falling oil prices are forcing industry-wide cutbacks.

MIDDLE EAST: CLIMATE CHANGE: GETTY IMAGES; ENERGY: PILGRIMAGE: REUTERS

12 TIME October 12, 2015



FALLEN CITY Afghan security personnel keep guard near the airport—their last stronghold—on the outskirts of Kunduz on Sept. 29, a day after Taliban insurgents seized the northern Afghan city. Militant violence has surged across the country since NATO ended its combat mission in December. The capture of Kunduz, one of Afghanistan's wealthiest and most strategic cities, marks the Taliban's biggest gain since 2001. *Photograph by Nasir Waqif—AFP/Getty Images*

BIG QUESTION

Can Saudi Arabia make the hajj safer?

MORE THAN 1,000 PEOPLE DIED DURING this year's holy rituals in Mecca, putting new pressure on Saudi Arabia to tackle a growing number of challenges.

OVERCROWDING In 2008, Saudi authorities began a three-decade, \$227 billion project to expand the religious sites. The government is also using live crowd-analytics software to prevent stampedes. Yet with the number of pilgrims soaring from 100,000 in 1920 to a predicted 5 million in 2016, overcrowding is nearly impossible to avoid.

More than 2 million people gathered in Mecca this year in the annual five-day Islamic pilgrimage

COMMUNICABLE DISEASES The Saudi health ministry has tried to raise awareness about diseases like cholera, dengue fever and meningitis and made certain vaccinations mandatory for pilgrims. Preventing an outbreak of the deadly MERS virus is also a key health concern.

TERRORISM After attacks on Sunni and Shi'ite mosques in Saudi Arabia by the jihadist group ISIS, authorities deployed some 100,000 security personnel to guard hajj sites. But heightened sectarian tensions across the region mean that risk is unlikely to subside anytime soon.

—NAINA BAJEKAL



DATA

OFF THE WEB

A new U.N. report found that 12.6% of Americans haven't used the Internet in the past year. Here's how many people remain offline elsewhere:



1.8%
Iceland



29.5%
Russia



50.7%
China



70%
Cuba



82%
India



99%
Eritrea



TRENDING



CRIME

New York City cops must now give a "receipt" to people they stop and frisk. The change, put forth by a federal monitor, is meant to prevent abuse of power; however, the police union said it will only increase crime.



BUSINESS

A report from Grant Thornton, an audit, tax and advisory firm, estimates that **excluding women from corporate boards cost companies \$655 billion** last year across three major economies: the U.S., the U.K. and India.



RECYCLING

British artist Banksy announced that **all timber and fixtures from his dystopian theme park, Dismaland**—which closed on Sept. 27—will be repurposed to build shelters in Calais, France, where some 3,000 migrants are living in makeshift camps.

THE RISK REPORT

The Volkswagen scandal will do major damage to Germany

By Ian Bremmer

POWERFUL NATIONS PROVOKE RESENTMENT—particularly when they frighten their neighbors. Germans know this all too well. World War II ended 70 years ago, and younger generations have built a strong Germany on an entirely new foundation. German political and economic leadership has been indispensable for Europe. Yet stereotypes persist.

That's why the Volkswagen scandal is so damaging to Germany's image and its leadership in Europe, particularly at a time when genuine generosity toward Syrian migrants had begun to change the image of the heartless German. This is a story that goes far beyond the cartoonish notion of frosty German indifference to outsiders. It is one of superbly engineered deception, with 11 million VW diesel cars fitted with special software that enabled them to cheat on emissions tests.

But the scandal is also one that reflects poorly on German politics. The country's automotive industry dominates the German economy. It employs 750,000 people, and the combined revenue of Volkswagen, Daimler and BMW is considerably larger than Germany's entire federal budget. That

gives the German auto industry exceptional political influence.

The auto-industry lobby allegedly uses that influence to help German automakers avoid regulatory burdens and escape scrutiny. This is reportedly not the first time that a gap between laboratory and real-world emissions has been suspected in Germany and elsewhere in Europe. So far, there is no evidence that senior German officials knew what VW was up to. Whether they should have known is another question. Fairly or not, the perception will grow that Germany doesn't play by its own rules.

That's a problem, because Europe and the world need strong and steady German leadership—on reform of the euro zone, on the refugee crisis and on other challenges facing Europe. The brazen deception at the heart of the VW scandal will make it difficult for Germans to argue that they enforce tough choices for the common good. It will be harder for Germans to complain that other governments aren't honest about their reform efforts, to cast Putin as an aggressive liar or Americans as duplicitous spies.

This story is not going away. After the U.S.'s exposure of the scandal, Britain, France, Italy, Canada and South Korea announced investigations. All these countries have faced corporate scandals of their own, some with a political dimension. None have clean hands. But German industry was supposed to be above this sort of thing—or at least too smart to get caught.

ROUNDUP

Would-be Olympic sports

Organizers of the Tokyo 2020 Olympics revealed a shortlist for potential new additions to the Summer Games, which included baseball/softball and these four sports. The final decisions will come in August. —Sean Gregory



SKATEBOARDING

The Olympics are on a perpetual quest to connect with younger audiences. This X Games fave checks that box, even though its biggest name, Tony Hawk, is 47.



SURFING

The waves! The wipeouts! The beach views! The sport has a rich history and will play well on TV. The post-event interviews should also be gnarly.



CLIMBING

"Rules are simple," an official said during a pitch to Tokyo officials. "Get to the top." It's also popular; there are an estimated 35 million climbers worldwide.



KARATE

The sport, with its deep roots in Japan, is a natural fit for a Tokyo Games. Watch for Azerbaijan's Rafael Aghayev, who could be a gold-medal favorite.

SPOTLIGHT

How produce affects weight

When it comes to controlling weight, all fruits and vegetables are not created equal—or so found a new study published in *PLOS Medicine*, which revealed that extra daily servings of specific foods corresponded with various weight changes (during the four-year intervals in which the 133,000 study participants were tracked). A sampling:

**SOY OR TOFU**

2.47 lb. lost, on average, over a four-year period

**BLUEBERRIES**

1.38 lb. lost



APPLES OR PEARS
1.24 lb. lost

**PEPPERS**

0.76 lb. lost

**TOMATOES**

0.07 lb. lost

—Mandy Oaklander



An emotional Boehner discusses his resignation on CBS's Face the Nation on Sept. 27

CONGRESS

Boehner exits, and a new fight for the GOP begins

By Jay Newton-Small

ON HIS OFFICE WALL IN WASHINGTON, ILLINOIS Republican Representative Peter Roskam has framed a quote from a letter Thomas Jefferson sent to Charles Clay. “The ground of liberty is to be gained by inches,” the Found-

ing Father wrote in 1790. “It takes time to persuade men to do even what is for their own good.”

Roskam has been dwelling on the maxim a lot in recent days, as it has be-

come evident—once again—that many of his most conservative colleagues reject it completely. The champions of impatience have been tearing at the seams of Congress and the Republican Party for years. Indeed, four of their kind—Donald Trump, Ben Carson, Ted Cruz and Carly Fiorina—now dominate the Republican presidential race. The war cries are legion: Repeal Obamacare. Shut down the government. Dump the compromisers.

‘The Bible says, Beware of false prophets.’

HOUSE SPEAKER
JOHN BOEHNER

Depose the Speaker. “We’ve become an instant-gratification culture that is now clashing with a system of government created by our founders that couldn’t even contemplate instant gratification,” Roskam observes.

The problem for the GOP rebels is that they currently lack the votes for the change they seek, with Democrats able to filibuster in the Senate and a President who can veto. They are perfectly able, however, to cause chaos for themselves. And so they have.

The latest scalp is that of House Speaker John Boehner, who announced Sept. 25 that he would sacrifice his position rather than face an effort to unseat him. In the last few weeks before he leaves office, Boehner hopes to help clear the legislative decks to prevent another round of governing crises, probably relying on Democratic votes to do so, a move that is certain to infuriate his opponents even more. The to-do list is long: congressional leaders hope to move measures funding the government through 2016, increasing the debt ceiling, renewing tax breaks essential to businesses, providing vital transportation-infrastructure funds and reauthorizing the controversial Export-Import Bank and the Federal Aviation Administration, all before year’s end. Few believe all will occur.

One advantage in his new status as a

The next GOP House heavyweights?

House Speaker John Boehner's abrupt retirement opens the field for fresh faces vying for some of the toughest jobs in Washington.



KEVIN MCCARTHY

The Californian has been Boehner's No. 2 since July 2014 and is likely to win the speakership.



DANIEL WEBSTER

The sophomore is a long shot for Speaker, but the former Florida state speaker argues he has the experience.



TOM PRICE

The Budget Committee chair and Georgian orthopedic surgeon has the backing of some powerful chairs for majority leader.



STEVE SCALISE

The whip wants to become majority leader, which could be tough for the Louisianian who was tasked with helping Boehner with the right.

short-timer is that the normally taciturn Boehner is now a man unplugged. He no longer chooses to keep his frustration private, even referring to Texas Senator Cruz, a firebrand purist influential in both congressional chambers, as a "jackass" on TV. "The Bible says, Beware of false prophets," he told *Face the Nation*'s John Dickerson two days after resigning. "We got groups here in town, members of the House and Senate here in town, who whip people into a frenzy believing they can accomplish things they know—they know!—are never going to happen."

The knots in Congress and the Republican Party, however, will not be unraveled by Boehner's departure, even in the best scenario. The man in line to be the next Speaker, Republican Kevin McCarthy of California, will face the same bad math: an inability to overcome the Democratic opposition, despite a restless Freedom Caucus of more than 40 members intent on immediate results. And McCarthy knows that the volatile nature of the 2016 presidential primary sweepstakes is only fueling the no-surrender wing of his House membership.

It is a measure of the confusion that besets the GOP that its chief move in the wake of Boehner's exit is to go in two different directions at once. There is talk of both reconciliation and retaliation. The right wing needs to be brought into the fold, says Representative Dennis Ross, a Florida Republican who is running for whip, the No. 3 leadership position. Boehner was too much of a tyrant, he says. "I'm hopeful that our new leadership realizes that they too have to be measured against some yardstick of accountability," Ross says.

To start the ball rolling, Roskam called a private meeting of House Republicans on Sept. 29 to reflect on the momentousness of deposing a Speaker. Members didn't exactly "sing 'Kumbaya,'" Roskam said with a laugh in his office afterward. "But I was very impressed with the reflective tone," he continued. "They talked to each other, not at one another."

Listening is something Roskam, who is an informal adviser to McCarthy, wants to do. McCarthy, however, may not have that kind of time. He has gone out of his way to show that he can play tough, even boasting of starting a congressional committee to investigate Hillary Clinton, a move that would, if nothing else, placate the rebels. "Her numbers are dropping," he crowed.

The cross pressures inside the Republican Party may be too much for anyone to manage. Some longtime Hill watchers say the next Speaker, whether it is McCarthy or someone else, may not last long. "We need to have a common understanding of what success is, and right now we don't," Roskam explains. In other words, Republicans must decide which part of the Founding Fathers' legacy they hope to emulate: the Tea Party rebels who tossed boxes from merchant ships or the Virginia farmer who praised inches before miles.

Odds are, many will choose another quote hanging in Roskam's office, this one from Exodus: "Stand firm and you will see deliverance," the passage reads. "The Lord will fight for you; you need only be still." □

Milestones

ANNOUNCED

That he would step down as CEO of his namesake company, **Ralph Lauren**.



Lauren. The designer who brought Americana to haute couture said he will continue to contribute to the company in his new roles as chief creative officer and executive chairman. Stefan Larsson, president of Old Navy and a veteran of H&M, will step in as the new chief executive in November.

NAMED

The 2015 MacArthur "genius" grant winners, including **Ta-Nehisi Coates**, author of *Between the World and Me*, and

Lin-Manuel Miranda, who wrote and stars in *Hamilton* on Broadway. The recipients each receive \$625,000 over five years.

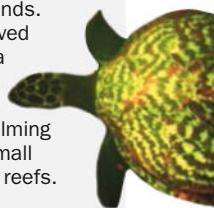
DIED

► **Richard Rainwater**, 71, billionaire dealmaker and philanthropist known for owning part of the Texas Rangers baseball team, turning around Disney's fortunes in the 1980s and developing the careers of powerful protégés.

► **Catherine Coulson**, 71, actor best known for playing the Log Lady in *Twin Peaks*. She had worked with David Lynch since his first feature film, *Eraserhead*, and was due to appear in the reboot of his cult-favorite TV series.

DISCOVERED

The first ever "glowing" sea turtle, a biofluorescent species found off the coast of the Solomon Islands. Scientists observed the hawksbill sea turtle glowing green and red while they were filming biofluorescent small sharks and coral reefs.



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Can anyone fix this thing? Increasingly, the answer is yes

By Katy Steinmetz

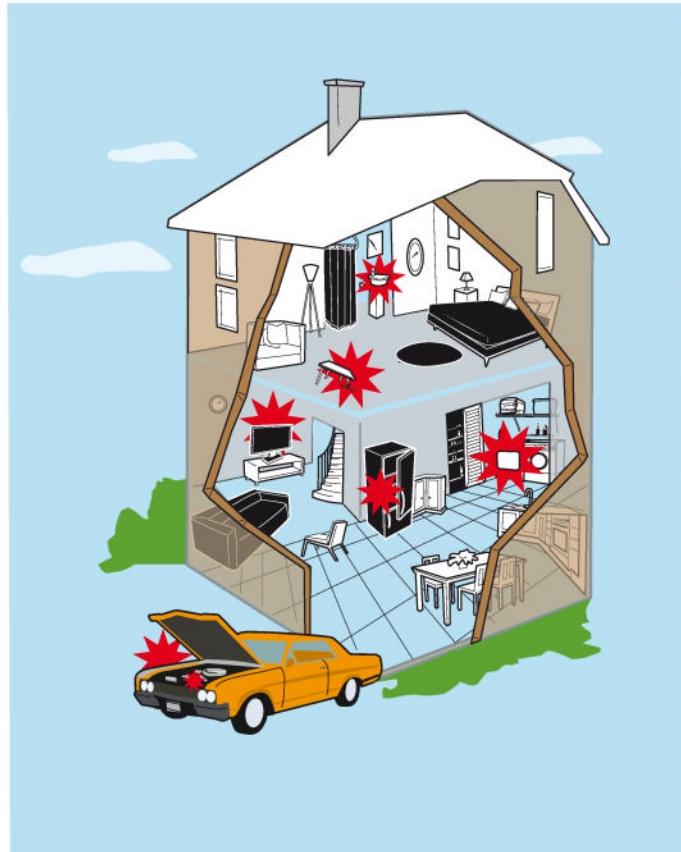
"HOW DO I CHANGE MY ACCOUNT BACK TO ENGLISH? I don't know what I did, but now it's in Slovak!" An anonymous user posted this cry for help on Fixya.com, a free question-and-answer site, on Feb. 20, and by the next day, a "Facebook Master" named David Payne had answered with step-by-step instructions and a video tutorial. By September, more than 50 other people had viewed the exchange. "There's this huge void of people who need help, and they have nowhere to go to," says Fixya CEO Yaniv Bensadon, whose site has more than 150 categories, ranging from welding tools to bridal attire.

Startups have turned their attention to fixing up the world of repair and offering service on demand. Immediacy and the promise of a live person have big appeal in a world where toll-free support is detested, visiting local shops is time-consuming and online tutorials aren't always there. "In 2015, consumers shouldn't have to be having to go to retail stores and wait in lines," says iCracked CEO AJ Forsythe, whose company dispatches technicians to fix people's broken phones and tablets on site. "You should be able to press a button and have whatever service it is come to you."

Many companies concentrate on repairs for a particular type of product or service. Otobots, a Chicago-based company that launched in July, delivers certified mechanics to people's driveways, saving parents an excruciating wait at the dealership with bored-to-death kids or rescuing stranded commuters. Since May, Techy, based in Washington, D.C., has provided on-demand laptop repair, aiming for same-day service, with couriers picking up and returning the machine. These companies are trying to beat the Geek Squads and Maytag men of the world by doing repairs faster and cheaper, with as little inconvenience as possible for consumers. According to IBISWorld, the U.S. computer and electronic repair industry alone is worth \$20 billion annually.

Fixya's Bensadon thinks he can go further. The company will offer a new paid service via app, dubbed 6ya, which goes live in the Apple store on Oct. 5 and promises guidance from experts in six minutes or less. Users will pay \$6 per month for unlimited audio or video calls to gurus who give them advice and may even be able to fix their slow computer remotely or guide them through mending their bicycle's shifter. All the experts available via the service—in areas like computers, smartphones, autos and home appliances—have at least two years of professional repair experience. The firm's experts get paid \$3 per support call.

One of them is Christian Varsava, a former Apple Genius Bar staffer in his 20s who lives in San Mateo, Calif., and, all told, has about six years of repair experience. 6ya



APPLIANCES

If the fridge is on the fritz, say, 6ya promises to get users on the phone with a repair expert who can diagnose the problem in six minutes or less for \$6 per month

ELECTRONICS

iCracked's technicians operate in 450 cities, repairing phones and tablets *in situ* fees of \$70 to \$120

AUTOS

Co-founder Arun Simon says Otobot's labor costs, \$70 per hour, are up to 40% cheaper than those of Chicago mechanics, who typically don't do house calls for maintenance services like brake inspections

has brought him on not just to field calls but also to help interview and onboard the other experts who will fuel the service. He says the typical candidate might already work at a local repair shop and want some extra income. As in so many companies in the on-demand economy, these workers sign in on a freelance basis to work as much as they want, whenever they want.

The challenge is making sure the pool of experts is big enough for each category that there's always someone to take the call, whether the problem is big—say, a malfunctioning minivan—or small, like an Internet browser overwhelmed by pop-ups. "A lot of times, it is really hard for people to even find the words for what's going on," Varsava says of Internet Q&A limitations. He knows from previous work that as often as not, something as simple as turning a device off and on again will resolve the issue. What people need "is the ability to instantly connect with someone," he says. "This is a void that over time just magnifies," says Bensadon, "where all I need is a little help." □

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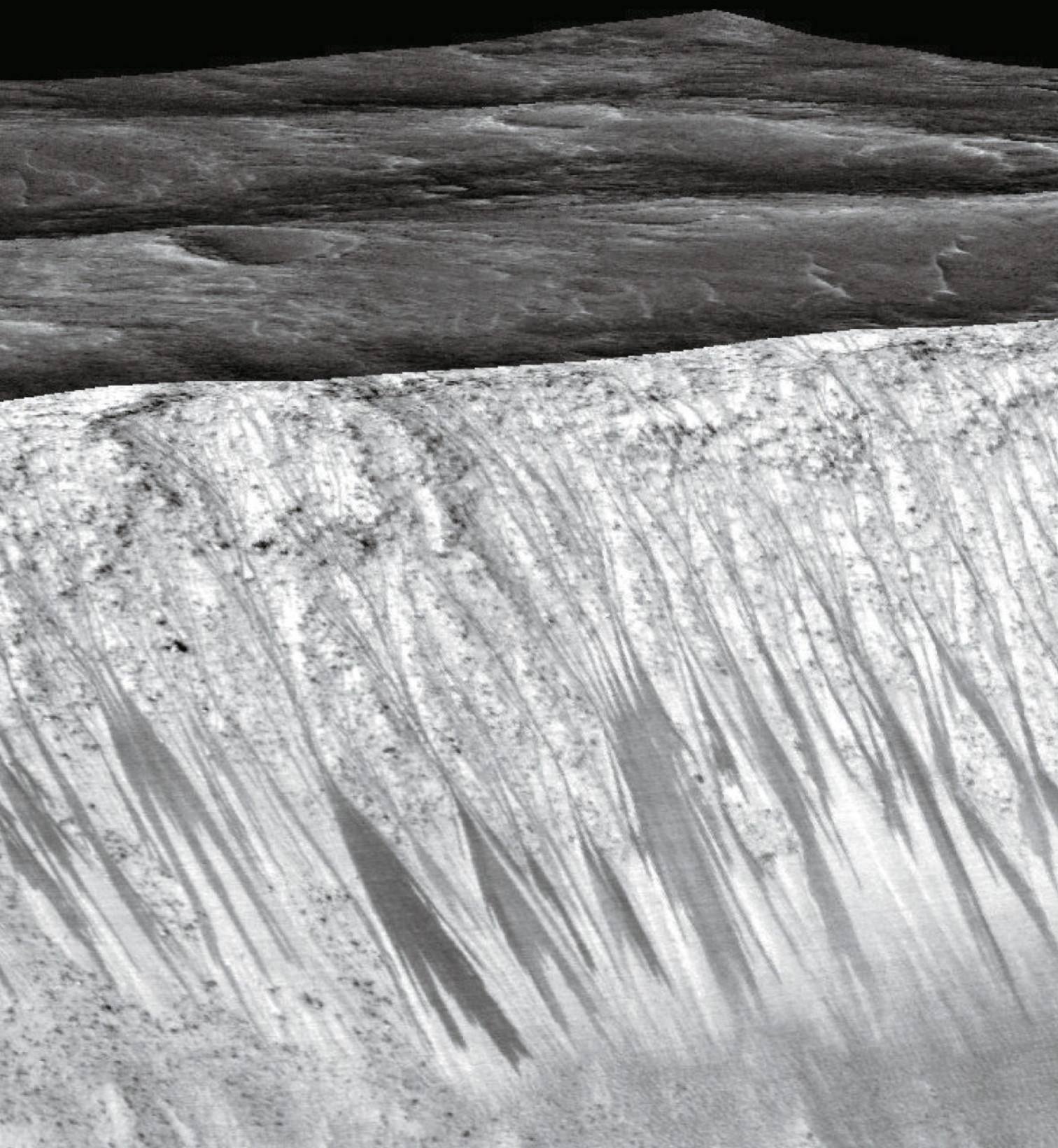
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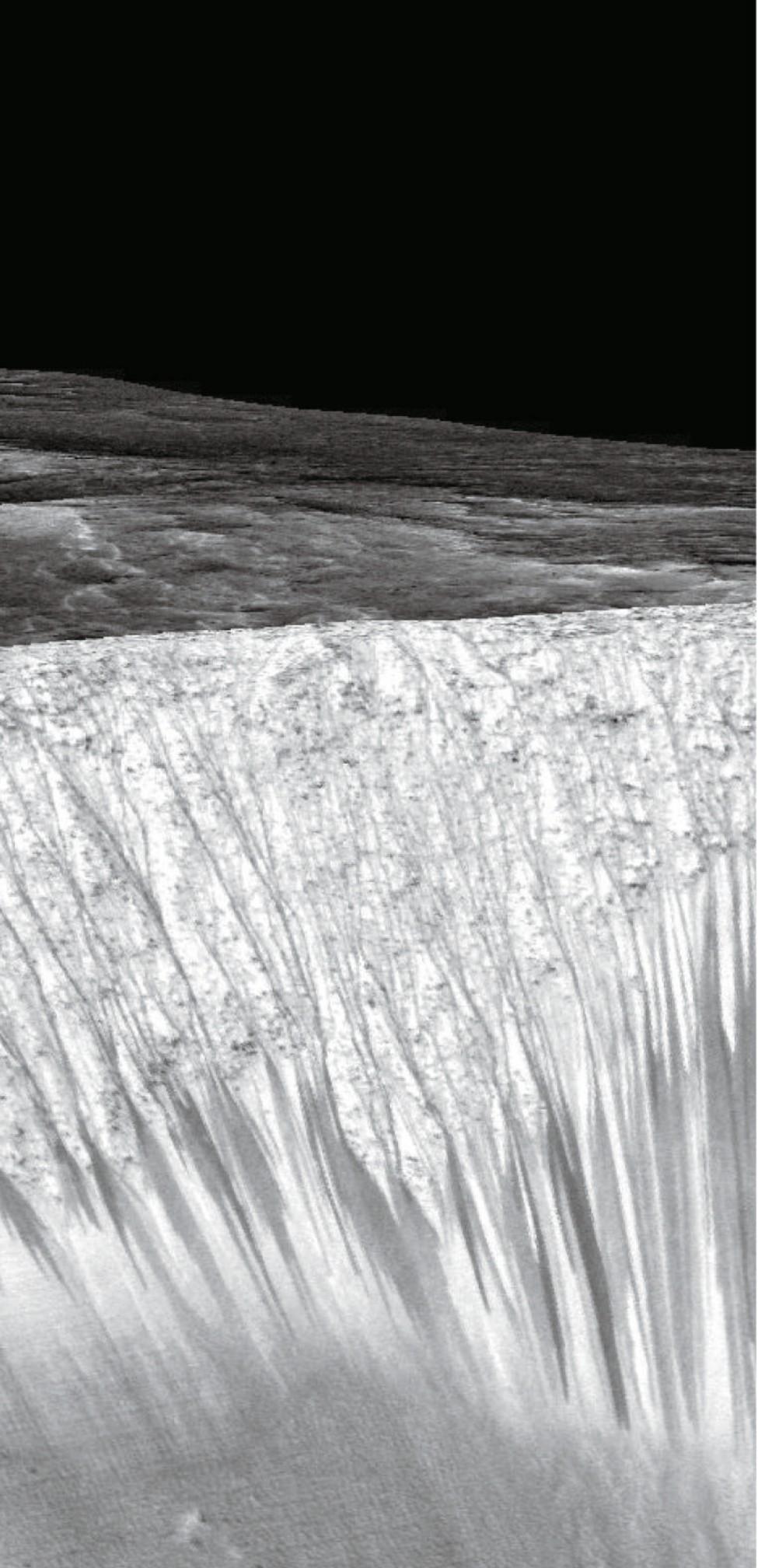
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LightBox



A grayscale photograph of a Martian hillside. The foreground shows a steep, textured slope with numerous dark, linear streaks running down its surface, characteristic of recurring slope lineae (RSL). In the background, the horizon line of the Martian landscape is visible under a dark sky.

SPACE

Flowing water on Mars means new hope in the search for life

MARS MAY BE THE SOLAR SYSTEM'S most tragic planet. Once warm and watery like Earth, it long ago became the cold, dead, dry world we see today. Except now, it seems, it's not so dry—and perhaps not so dead.

According to a newly published paper, there appears to be liquid water flowing on present-day Mars. The new finding follows from a discovery first made in 2010, when investigators analyzing images from NASA's Mars Reconnaissance Orbiter (MRO) found transitory streaks along the sides of hills and cliffs that looked for all the world like the tracks of running water—seen here in a newly released picture. The formations appeared in the Martian spring and summer, when water would be likeliest to exist in liquid form. They disappeared in fall and winter, when the water would freeze in underground aquifers.

But scientists needed chemical confirmation to make such a call, and at last they have it, thanks to further surveys by the MRO that found abundant signs of what are known as perchlorates—or hydrated salts—wherever the streaks are found. The salt helps keep the water liquid even at Mars' cold temperatures.

Whether organisms could exist in the Martian brine is impossible to know yet, but the fact that the water is there at all is a very good sign. Mars keeps beckoning, and now we have more reason than ever to answer its call. —JEFFREY KLUGER

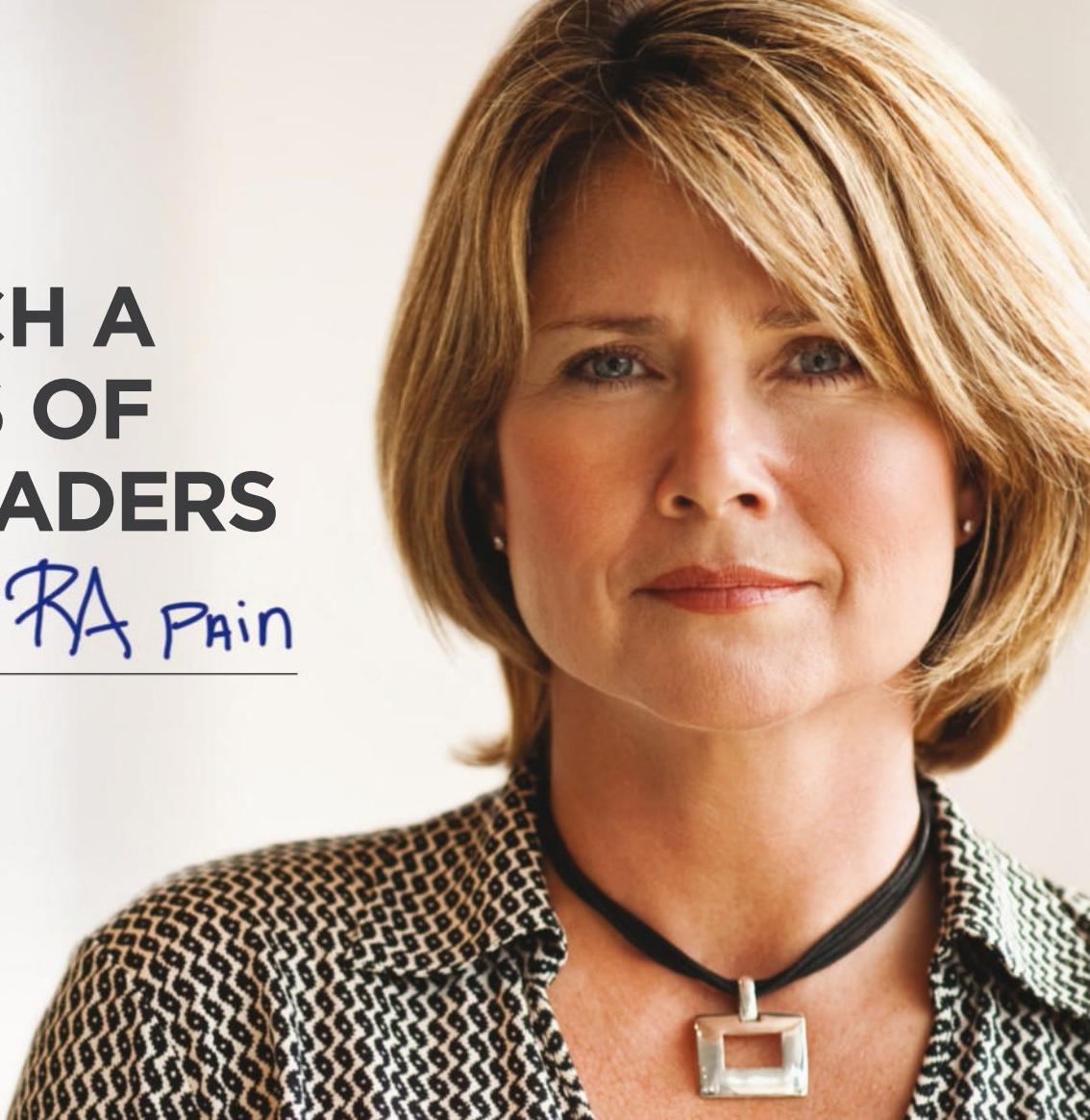
Seasonal streaks on Martian hills are tracks of what is now confirmed to be flowing water

PHOTOGRAPH BY NASA

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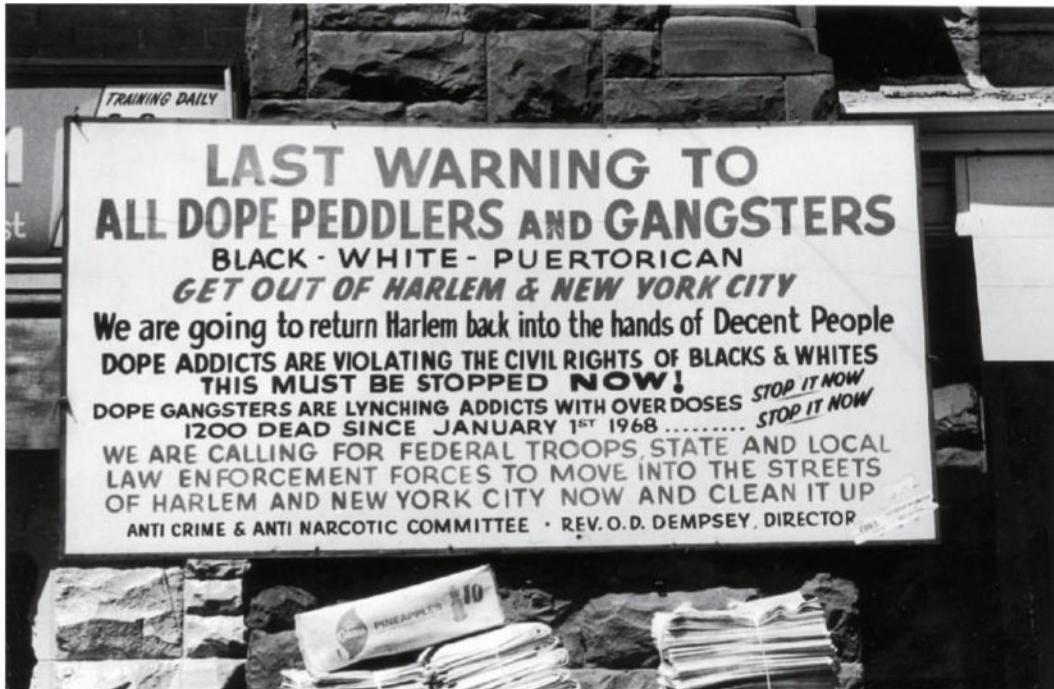
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April 2014

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The View

'WE NEED TO TREAT ATTENTION AS A LITERAL RESOURCE.' —PAGE 26



America's criminal-justice apparatus may have unexpected roots in Harlem's 1960s anti-drug activism

CRIME

What history can teach today's criminal-justice reformers

By Jack Dickey

ON OCT. 13, THE DEMOCRATIC CANDIDATES for President will meet for their first debate, and billionaire conservative industrialist Charles Koch will release a new book. Strangely enough, the lefty debaters and the Republican donor will likely give similar answers, when asked, on the matter of what's ailing the criminal-justice system.

In the past year, eminences from both parties have rushed to condemn this monolith. In July, President Obama became the first-ever sitting President to visit a U.S. prison, after Hillary Clinton gave a major criminal-justice speech in April. On the right, and somewhat more improbably, presidential candidates from Chris Christie to Jeb Bush have spoken of reducing punishments for drug offenders. (Rand Paul has long led this charge.)

And then there are the Kochs, Charles and his brother David, who have made the issue a plank in their platform. "It's created some unlikely bedfellows," Obama said earlier this year.

Into this curious consensus arrives Michael Javen Fortner, an assistant professor at the School of Professional Studies at the City University of New York, whose new book, *Black Silent Majority*, attempts to rewrite some of the assumptions at the heart of all this agreement.

Fortner has a compelling personal story; he grew up in Brownsville, Brooklyn, where one brother of his was stabbed to death and another was incarcerated. His book is an academic history. With postwar Harlem as his focus, Fortner sets out to prove that New York State's Rockefeller

drug laws (responsible for so much black incarceration since their passage in 1973, thanks to the adoption of similar and eventually tougher statutes nationwide) were not simply dreamed up and forced through by cynical white politicians desiring to appear tough on crime. He locates instead a black middle class—aspirational and ascendant despite being trapped in Harlem by racist housing policies—which with the best of intentions used its political clout to attempt to drive drugs out and users and pushers to jail.

The drug on offer in *Black Silent Majority's* Harlem is heroin, which brings with it a nasty epidemic. By the late 1960s, the state-funded treatment hospitals overflow, and the neighborhood streets turn dangerous and foreboding. A 1969 paper by the Manhattan NAACP discusses a “reign of criminal terror” in Harlem, and in 1973 a poll finds that nearly 75% of the city’s black and Puerto Rican population favors life sentences for drug dealers. While the offenders in question shared a skin color (and all that has historically entailed in the U.S.) with their neighbors, those citizens were no less inclined toward punishment than white politicians like Nelson Rockefeller. Hence an unlikely alliance of 40 years ago behind a policy that would one day sprawl enough to occasion today’s aforementioned unlikely alliance against it.

Critics have charged that Fortner errs in misidentifying a distinct political class—that his titular silent majority is a group full of hope and fear, yes, but also one skeptical of the police and without much meaningful electoral power. Yet even the reader who questions the strength of his claims would concede that existing narratives have had little to say about black anticrime efforts, even when in 2014 a black American was 27% likelier than his fellow citizens to be a victim of a violent crime.

As the cries for reform grow louder, Fortner’s book aims to complicate the way we think about policing and the penal system. It does so in ways both intended and not. Fortner says he means only to reinsert the wishes of crime victims, and the agency of the black middle class, into the conversation. And he does, with the goal that these groups’ present-day heirs will have a voice in the coming planning of reform.

Yet this provocative history also alerts a rising generation of would-be reformers—the young masses that have recently filled the streets of New York and other cities to protest after each new tragedy—to how a well-intentioned proposal can lead to something unintended and disastrous, like mass incarceration. This lesson should resound, given the political clout the criminal-justice-reform movement continues to acquire. Five decades later, they face a mirror image of the ‘60s problem. A solution may be just as elusive. □

VERBATIM

'So maybe I'm not going to be Treasury Secretary. The least I can do is warn people about what's happening. And then I can say, "Hey, I told you so." And I'll still make money on it!'

CARL ICAHN,
billionaire investor,
unveiling a set of reforms
he says would help fix the
U.S. economy, ranging from
cutting corporate taxes to
raising interest rates



THE NUTSHELL

The Smarter Screen

FINDING GOOD INFORMATION on the Internet is a lot like trying to drink from a fire hose: there’s plenty of water, but you’ll struggle to take a sip. That’s the problem behavioral economist Shlomo Benartzi tackles in his new book, which highlights different strategies web designers can deploy to cut through the clutter. Retailers, for example, should stick to mainstream fonts (Helvetica, Arial) since they’ve been proved to expedite thinking, whereas educational sites should try unconventional lettering to help readers remember facts. And banks might consider offering an app that digitally ages selfies; that feature, while odd, has been shown to prime users to think about saving for retirement. Although this may seem manipulative, Benartzi argues it’s a necessity for companies that want to survive in an increasingly competitive digital marketplace. Good business, he writes, used to be about “owning real estate and oil wells”; now it’s about owning attention. In that sense, he writes, “We need to treat attention as a literal resource.”

—SARAH BEGLEY



CHARTOON

Alliterative film synopses



JOHN ATKINSON, WRONG HANDS

DATA
WHEN TV SHOWS HOOK VIEWERS

In an effort to find out when, exactly, people get addicted to its content, Netflix analyzed how its members watch popular TV shows. The hook episode is the one that led at least 70% of viewers to complete Season 1—and despite popular wisdom, it was never the pilot.

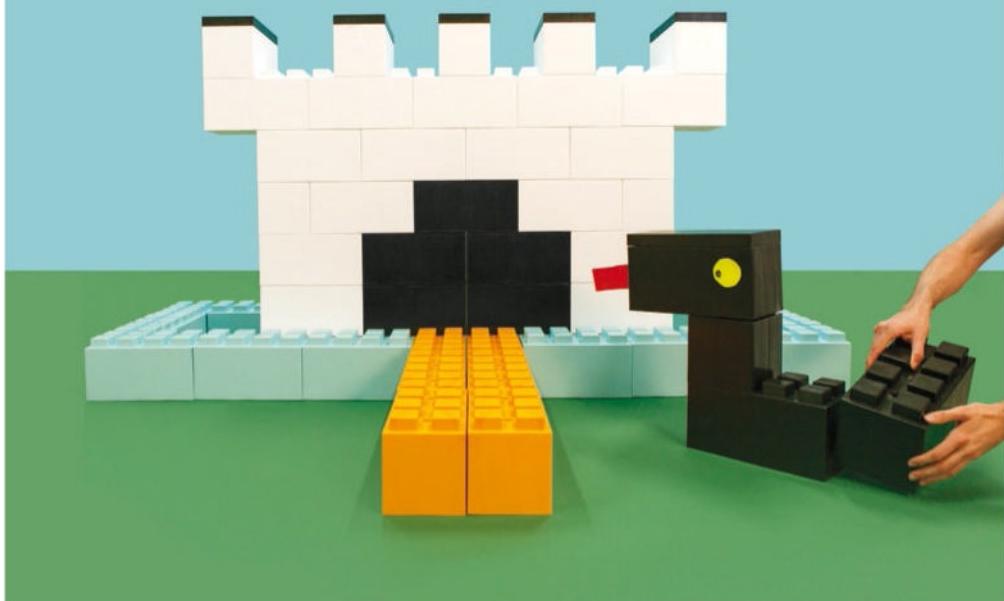
EPISODE**8***How I Met Your Mother***EPISODE****6***The Blacklist, Mad Men***EPISODE****5***Daredevil***EPISODE****4***Better Call Saul, Grace and Frankie, Pretty Little Liars, Unbreakable Kimmy Schmidt***EPISODE****3***House of Cards, Orange Is the New Black***EPISODE****2***Bates Motel, Breaking Bad*

—Alexandra Sifferlin

BIG IDEA

Grownup building blocks

Build anything, anywhere, one piece at a time. That's the idea behind EverBlock, a new product that aims to be Lego for grownups, offering jumbo plastic blocks—the standard one measures 12 by 6 by 6 in. and retails for \$7.25—that can be snapped together to create room dividers, shelving units, coffee tables, installation artwork (like the castle below) and even temporary shelters. (Each block has a built-in passage for power cords, LED strips or reinforcers.) The goal, says creator Arnon Rosan, is to create a low-cost way to enable everyday construction, much in the vein of 3-D printers. —S.B.

**QUICK TAKE**

How alcohol dictated American history

By Susan Cheever

WHEN HISTORIANS DESCRIBE AMERICA'S leaders, they often write of ethereal motivations: liberty, independence, justice, equality. They tend to skip the drinking. From George Washington's early political victories in Virginia—he finally began winning when he poured voters free rum—to General Ulysses S. Grant's brandy-fueled grace under pressure, alcohol has played a surprisingly large role in shaping the course of U.S. history.

This was especially true in the White House, where tensions often flared over drinking—or the lack thereof. Andrew Johnson, for example, was so inebriated at Abraham Lincoln's second Inauguration that he burst into incoherent attacks on the Senate and had to be half-carried off the stage. (Lincoln was sober.) Rutherford Hayes,

meanwhile, banned alcohol from the White House entirely, earning his wife the nickname Lemonade Lucy.

But perhaps the most poignant tale from America's drunken history is that of Warren G. Harding. His parties during Prohibition—given with confiscated whiskey—were famously raucous until the Anti-Saloon League's Wayne Wheeler dropped by the Oval Office to end the fun. Harding fought back. He drank for medical reasons, he explained. Whiskey was holding him together. But Wheeler prevailed, and Harding was forced to stop. Six weeks later, he died of mysterious illnesses.

Cheever is the author of Drinking in America: Our Secret History

Why chasing happiness might be making you miserable

By Mandy Oaklander

AMERICANS NOW SPEND \$9.6 BILLION on self-help products every year, including scores of books whose titles all sound something like *A Do-It-Yourself Prescription for Happiness* or *How to Be Happy, Dammit*. But new research suggests that the more you go looking for happiness, the less likely you are to find it.

The latest indication comes from a study published in the *Journal of Experimental Psychology: General*. It measured how motivated college-age students were to find happiness vs. their actual levels of well-being (as assessed by commonly used measures). Common sense dictates that those most gung-ho about finding happiness would also be the ones with higher levels of well-being—and that's indeed what researchers found for students in Russia and East Asia. But for Americans, "desperately wanting to be happy is linked with lower psychological health," says study author Brett Ford, a doctoral candidate in psychology at the University of California, Berkeley.

The discrepancy seems to stem from the way different cultures view happiness. In collectivist societies like Japan, for example, happiness is seen as a social endeavor: spending time with friends, caring for parents, etc. This kind of social connection is integral to well-being, Ford says.

But in the U.S., happiness is often seen as an individual pursuit: chasing the best career, buying stuff and expecting all of that to lead to happiness. That sets up Americans for a lifetime of letdowns. "Most people live in a pretty neutral state," Ford says. "A happy life doesn't consist of happy moments every moment of the day."

The latest science has, however, turned up some new ways to help you feel better—and none of them involve chasing down happiness. Here, a sampling of the most effective tips.

5 WAYS TO FEEL HAPPIER, BACKED BY SCIENCE



SCHEDULE FUN ACTIVITIES

In a study last year, people who intentionally created conditions in their day that were likely to bring about positive emotions—like gardening or seeing a friend—had more happy feelings and fewer symptoms of depression than those who didn't.

SHIFT YOUR PERSPECTIVE

When people are primed to think of their time as limited, they want to feel serene happiness more than excited happiness. Past research suggests that when people value calm more, they seek out more relaxing activities.

STAY PRESENT

In one study that had people listen to classical music, those who were told to try to feel as happy as possible ended up in worse moods than those who simply listened.

LOWER YOUR EXPECTATIONS

Expecting big fun often leads to the opposite, and that's what researchers found when they polled people before and after New Year's Eve. People who had elaborate plans thought they'd enjoy their night the most, but they were the most disappointed afterward.

SAVOR GREAT MOMENTS

Appreciate and relive wonderful moments even after they're over, says Fred Bryant, a psychology professor at Loyola University Chicago. His research shows that absorbing yourself in a positive experience—what he calls “savoring”—strongly predicts higher levels of happiness.

SOURCES: MARKETDATA ENTERPRISES INC.; EMOTION, THE PSYCHOLOGY OF ECONOMIC DECISIONS

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TOO MUCH CHEMO.

TOO MUCH RADIATION.

AND WAY TOO MANY MASTECTOMIES

WHY DOCTORS ARE RETHINKING BREAST-CANCER TREATMENT

By Siobhan O'Connor

“WHAT IF I DECIDE TO JUST DO NOTHING?”

It was kind of a taunt, Desiree Basila admits. Not the sort of thing that usually comes out of the mouth of a woman who's just been diagnosed with breast cancer. For 20 minutes she'd been grilling her breast surgeon. “Just one more question,” she kept saying, and her surgeon appeared to her to be growing weary. She was trying to figure out what to do about her ductal carcinoma in situ (DCIS), also known as Stage 0 breast cancer, and she was already on her second opinion. The first surgeon had slapped a photograph of her right breast onto a viewer, pointed to a spot about 5 cm long and 2.5 cm wide and told her there was a slot open the following week for a mastectomy.

Basila's first reaction to her diagnosis was an animal-instinct panic that she registered as “10,000 bricks” crushing into her chest when she woke up in the morning. After that, Basila, who is now 60 and teaches high school science in San Francisco, did a little research. She learned that there were a lot of unknowns about the progression of DCIS, which is noninvasive—it's confined to the milk ducts—and is the earliest stage of breast cancer. She also learned there was some disagreement in the field about how to treat it.

She knew she wasn't ready to have one or both of her breasts cut off. And she wasn't sure she wanted a lumpectomy either. That's why when Dr. Shelley Hwang, then a surgeon at the University of California, San Francisco (UCSF), recommended a lumpectomy, Basila grew frustrated. She was coat in hand and

PHOTO ILLUSTRATION BY PETER HAPAK FOR TIME

1 IN 800

The chances of a woman in the U.S. getting diagnosed with invasive breast cancer

DCIS

A noninvasive early-stage disease where abnormal cells are confined to milk ducts. It accounts for 20% to 25% of breast cancer.

ready to walk out the door when she issued that half taunt. And when she did, Hwang said this: "Well, some people are electing to do that."

Basila sat back down, and as their meeting reached the hour mark, she made a choice that humans are practically hardwired not to make in the face of a cancer diagnosis: she decided to do nothing.

Well, not nothing, exactly. She would start taking a drug called tamoxifen that blocks estrogen, which can fuel tumor growth, and she would enroll in a clinical trial involving active surveillance: twice-a-year visits in which she would get mammograms alternating with MRIs. As long as there were no worrisome changes, Basila would be spared the standard arsenal in breast-cancer treatment: surgery, radiation and chemotherapy.

That conversation took place eight years ago. And if it sounds radical today, it was all but heresy back then. This was before the U.S. Preventive Services Task Force said in 2009 that women should start mammograms at 50, not the previous guideline of 40, because there's insufficient evidence that earlier screening does more good than harm. Before research showed that for some women with Stages 1 and 2 breast cancer, the absolute survival benefit from preventive double mastectomies is less than 1% after 20 years. Before the paper in August showing that no matter how a woman is treated for DCIS, the mortality risk is 3%—similar to the average for the general population. And before the news that some women with early-stage breast cancer don't benefit from chemo and can skip it.

In other words, that conversation took place before doctors and patients were faced with the evidence that in the U.S., many women with breast cancer are being massively overtreated. Thanks to advances in genomic testing and deeper insights into the biology of different kinds of breast cancer, doctors are learning that the one-size-fits-all approach isn't working. They're also learning that every woman brings with her a unique profile of biological risk—as well as a unique appetite for risk. That means that while some women require urgent and aggressive treatment, there are many who can slow down and take a more sparing approach.

Now those at the vanguard of breast-cancer treatment are calling for a major shift in the way doctors treat—and talk about—the disease, from the first few millimeters of suspicious-looking cells in milk ducts to the invasive masses found outside of them. That's making the tough conversations between a woman and her cancer doctor ever harder, but it also stands to make them more fruitful.

Because as good as we have gotten at finding breast cancer—and we've gotten very good—all this new data suggests there may be better ways to treat some breast cancers, particularly those at the early stages. Evidence is mounting that aggressive treat-

ments, designed in earnest to save women's lives, can have unforeseen and sometimes devastating consequences.

Call it collateral damage. It's the multiple follow-up surgeries after a mastectomy and the subsequent infections; the radiation that doesn't always improve survival and the cancer risk that can come with too much of it; the sometimes unnecessary chemotherapy and its life-sapping side effects. For some in the field, that collateral damage is getting harder and harder to justify.

Now a small but influential chorus of leaders is calling for a radical—measured but still radical—shift in the way doctors are approaching the disease. "As a surgeon, to say we shouldn't be operating as much as we are is a very big deal," says Dr. Mehra Golshan, a surgical oncologist at the Dana-Farber Cancer Institute at Brigham and Women's Hospital. "And that's what I'm saying."

MEDICINE IS SLOW TO MOVE, and that's especially true with breast cancer. Doctors are up against not only new data but also an accumulated mass of public opinion seeded by policymakers and advocacy groups with strong positions on how best to screen for and treat breast cancer. These measures were put into place for good reason, of course—because experts thought they would save lives. But they didn't—or at least not as many as anticipated.

This year more than 40,000 women in the U.S. will die of breast cancer. That's the same, give or take, as last year, and the 13 years before that. At the same time, fear of the disease has led many to overestimate the risk it poses. The chance that a woman will die of breast cancer is 3%, and that's been the case since the early 2000s, when a blockbuster report demonstrated that hormone-replacement therapy (HRT), which women took during menopause to help with side effects, could unwittingly fuel the development of breast cancer. Once HRT fell out of vogue, the number of deaths dropped, and it's remained largely unchanged since.

"I hear people say that medicine is so important that we can't be too quick to change, and I would say the opposite: Because it's so important, we need to innovate," says Dr. Laura Esserman, a surgeon and the director of the Carol Franc Buck Breast Care Center at UCSF. "If we were doing so well and no one was dying, I would agree we don't need to change. But patients don't like the treatment options, and physicians don't like the outcomes."

Esserman and Hwang, now chief of breast surgery at Duke University and Duke Cancer Institute in North Carolina, are leading a number of studies that they hope will fill in some of the knowledge gaps that make change such an uphill battle. DCIS now accounts for about 20% to 25% of breast cancers diagnosed through screening. Before routine screen-



Desiree Basila decided to forgo standard treatment for her Stage 0 breast cancer

ing, which went wide in the mid-1980s, it was 3%.

"Our two greatest challenges," says Dr. Eric Winer, director of breast oncology at Dana-Farber, "are figuring out better treatments for the 40,000 women who die of breast cancer every year, and at same time, figure out who, on the other end of the spectrum, is getting exposed to needless toxicity."

If only doctors could agree on how to do that. Everyone says surgeons and radiologists need to know more about how to do less. And doctors don't want to be responsible for the patient who isn't treated aggressively and dies on their watch. That's where the two camps split: motivated by the same thing, some in the field are working to find even more proof the disease can be treated responsibly another way, while others say it's just too risky to pivot without proof.

IT USED TO BE ACCEPTED that tumors grow at a steady clip. Once they get big enough, they spread, and when they spread, you're in trouble. That was the reasoning behind the "early detection saves lives" thinking and it did, in fact, help save many lives. But now experts know that many breast cancers are, in the apt medical term, indolent—slow-growing tumors that may never cause symptoms, let alone hasten a woman's death. They also know there are a small number of breast cancers that spread very quickly, sometimes even before they are detected. They're working to figure out which ones are which—and what to do in the meantime.

"Many doctors still say that any breast cancer is a failure of a patient to get a mammogram or failure

of a doctor to detect it," says Dr. Otis Brawley, chief medical officer of the American Cancer Society. "If you look at the science, that is so clearly not the case."

Indeed, the 2009 guideline that most women start screening at 50, which caused a national uproar, is still controversial today—despite the fact that when mammograms went wide, the reduction in deaths didn't match what experts say was expected.

Screening presents doctors and patients with a modern conundrum. If you have the technology to detect something, you are without a doubt going to find more of it. One doctor puts it this way: In a beachside tragedy, a shark attacks a swimmer and the swimmer dies. In the past, that would have been seen, perhaps, as a freak accident. But today we have flying robots with cameras and sensors that can patrol the waters. When we discover the area is teeming with creatures that may also have an appetite for humans, though we can't be sure, what do we do? Do we close the beach?

No one is suggesting that women stop getting mammograms. But experts think it's important to be honest that it's an imperfect technology. "Mammograms are here to stay," says Hwang, who has about 20 patients at any given time who have chosen to do active surveillance instead of surgery and the treatments that follow it. "It's not the 'finding more' that we need to work on. It's what are we going to do with the more that we find?"

That's what's keeping cancer doctors up at night. That, and the growing concern that with all breast cancers being treated aggressively, some patients are

ACTIVE SURVEILLANCE

An approach involving routine tests and monitoring on a set schedule with a doctor, in lieu of more aggressive treatment

1 IN 4,566

The chances that a woman in the U.S. will die from breast cancer



Dr. Shelley Hwang has breast-cancer patients who choose to do active surveillance

CONTRALATERAL PROPHYLACTIC MASTECTOMY

Removal of a healthy breast along with its cancerous counterpart in hopes of preventing a recurrence. Rates of the surgery have doubled in the past 10 years.



getting hurt. With breast cancer, the burden of proof for not doing something is greater than it is for acting. And when doctors deviate from what's called the standard of care, they can face malpractice lawsuits.

Some experts note that with other diseases, insurers would be the bad cops, denying payment for treatments that may be unnecessary. But with breast cancer, otherwise hard-nosed insurers will often pay for many of the approved therapies as long as they're in line with published guidelines. Since the guidelines for breast cancer tend to err on the side of caution, it means that regardless of the stage of her disease or her prognosis, a woman is likely to have insurance that will cover both mastectomy and reconstruction.

"There is no check on what is a reasonable treatment for an anticipated outcome," says Hwang. "If we are going to accept that everyone, even those who have a 1% chance of mortality improvement, can get a treatment, that is not biologically a good way to approach the problem. It's also just incredibly expensive."

The increase in women opting for a **contralateral prophylactic mastectomy**—which doesn't improve survival for most patients—worries a number of surgeons because it isn't clinically indicated for most of the patients who get one. (One exception is women with rare BRCA1 and 2 mutations, which greatly increase a woman's chance of developing breast and ovarian cancer. That's why Angelina Jolie famously had the procedure and why doctors continue to recommend the surgery in such cases.)

"We are talking about major surgery," says Hwang. "It can involve revisions, prolonged pain, hernias. I think the best way to understand it is that it may require surgeries for the rest of your life. Some small, some major. But it's not like you're done and you can forget about it. It just doesn't work that way."

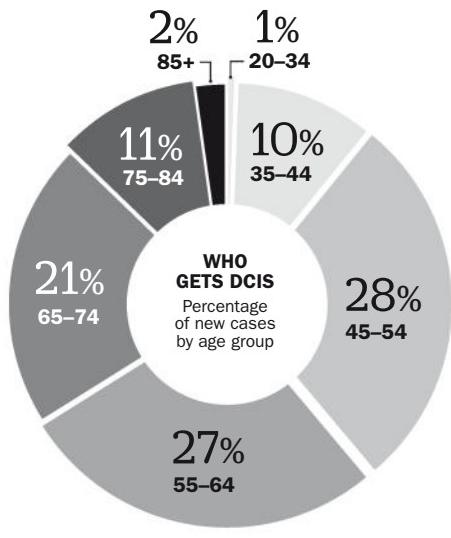
There are psychological effects for some women, though not all. Some women say they struggle with feelings around femininity and sexuality after surgery. Some who have had nipple-sparing mastectomies—a reconstruction that preserves the woman's own nipples—wonder when the sensation will return. (The answer is often, never.) They're also at increased risk of depression and all that can come with it.

"It's not my job to say that their decision is wrong," says Dana-Farber breast surgeon Golshan, who worries that patients are not adequately cautioned about—or at least not fully aware of—the potential risks. "Women may see end-result pictures, and it looks wonderful. But the vast majority of reconstruction requires multiple steps of revision."

CANCER HAS A language problem—not just in the way we speak about it, as a war that drafts soldiers who never signed up for it, who do battle and win, or do battle and lose. There's also the problem of the word itself. A 57-year-old woman with low-grade DCIS that will almost certainly never become invasive hears the same word as the 34-year-old woman who has metastatic malignancies that will kill her.

THE MATH OF STAGE 0

Ductal carcinoma in situ (DCIS) cells can be a risk factor for invasive breast cancer. It is almost always detected through screening.



SOURCES: NATIONAL CANCER INSTITUTE; AMERICAN CANCER SOCIETY

That's confusing to patients conditioned to treat every cancer diagnosis as an emergency, in a world that still reacts to cancer as though it's the beginning of the end and in a culture where we don't talk about death until we have to.

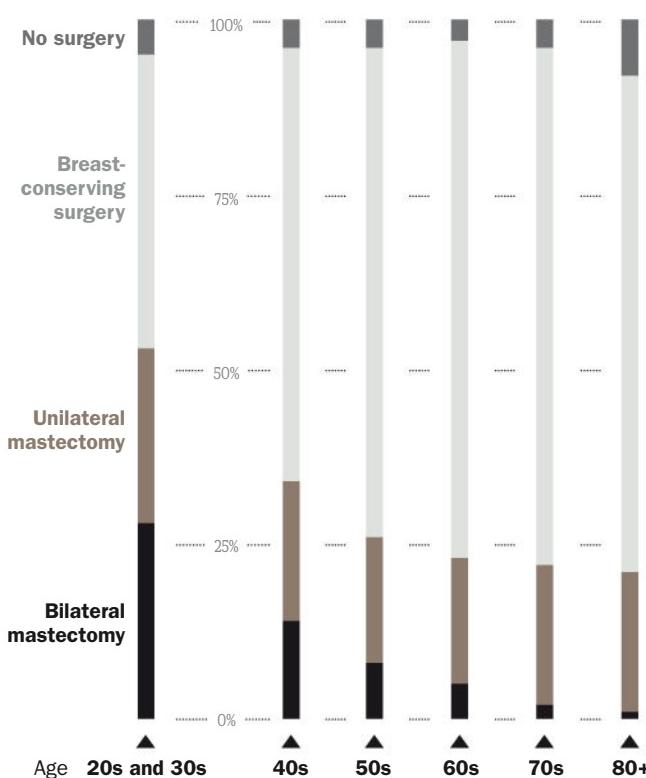
"We think that word means the most aggressive thing," says Basila, recalling the shock when she first learned she had DCIS. "I'm not saying doctors should sugarcoat it. But we have to have the perspective that we can sometimes afford to not see it as a death sentence, de facto." That is hard to do in an hour, let alone in a 10-minute appointment.

Dr. Steven J. Katz, a professor at the University of Michigan who studies patient and physician decisionmaking, points out that the vast majority of women feel healthy when they're diagnosed. And with most women diagnosed from ages 55 to 64, their own mortality is not, for good reason, top of mind. But now, inevitably, it will come up. This is not an easy conversation to have. "They're well and told they're sick," says Katz. "And then they are told they will have to get really sick to get well."

Talk to women about what that's like and you'll hear things like: "I literally went into shock." "I was blindsided." "I got sort of dizzy." You may also hear: "I don't really remember what we spoke about, but I remember it said 4:01 on the clock."

That's a difficult position from which to make a life-changing decision, and most women make a decision within weeks of diagnosis, says Katz. And it's not the right way to do things, says UCSF's Esser-

SURGICAL CHOICES
Patterns for DCIS patients who chose surgery



man. "The time has come to ask, What happens if I do nothing right away." The "right away" part of the question is important. "Let's not make it a panic. There is no evidence to support getting surgery in two weeks."

Katz's research has demonstrated that there's a natural instinct in patients, when faced with the C word, to outsource the decision to their doctors. That's why who your doctor is, what she tells you and how she tells it to you matter enormously. Because for many women, the strong inclination is to do whatever can be done—and as quickly as possible—to begin to feel like their normal selves again. That can get tricky when a patient's attempt to get back to normal as quickly as possible is at odds with the science of how best to do that.

Some new tools are pushing the field forward, though they're not perfect. A genomic test called Oncotype DX, for instance, can help doctors determine whether or not some patients will respond to chemo. It was part of a landmark study in the *New England Journal of Medicine* in September showing that some women with early-stage disease could be treated with hormone therapy alone.

Another gene test, the Oncotype DX DCIS, can help indicate who is at low, intermediate and high risk of recurrence of DCIS, helping inform whether a woman needs radiation therapy following a lumpectomy. And while there aren't yet diagnostics to say precisely who is a good candidate for active surveillance, the doctors who partner with their pa-

61

Median age
for breast-
cancer
diagnosis in
the U.S.

Dr. Laura Esserman leads trials about screening and breast-cancer treatment options

HOW DEADLY IS BREAST CANCER?

Roughly 1.3 million U.S. women die per year. Some leading causes:

22%

Heart disease

18%

Cancer (excluding breast)

5%

Alzheimer's

3%

Breast cancer



tients on such a plan say they do so prudently.

Many in the field still don't think there's enough evidence to support active surveillance for anyone, because the method hasn't been tested in a randomized prospective trial—the gold standard for the widespread adoption of a medical treatment. That's something Hwang and Esserman are hoping to address in the U.S.

Hwang was awarded \$1.8 million in September to perform a retrospective study comparing active surveillance with standard care, and she's hoping she'll soon have the green light to do a prospective study looking at the same thing.

Esserman is creating a DCIS registry at the five University of California medical centers. Women diagnosed with DCIS at any of the facilities will be offered options—including active surveillance—and be tracked over time. The hope: that the data will refine doctors' understanding of who, with DCIS, will go on to develop invasive breast cancers and who will not.

Esserman has also launched something called the WISDOM study, which will randomize women with DCIS to either annual screening or a more personalized screening approach. "We'll learn over time what works," says Esserman. "How wonderful if we can learn how to do less for women."

In the U.K., meanwhile, where bilateral prophylactic mastectomies are rarely performed unless a patient has a gene defect or is at a very high risk of invasive breast cancer, a first-of-its-kind investigation is under way. Called LORIS, it's a 10-year ran-

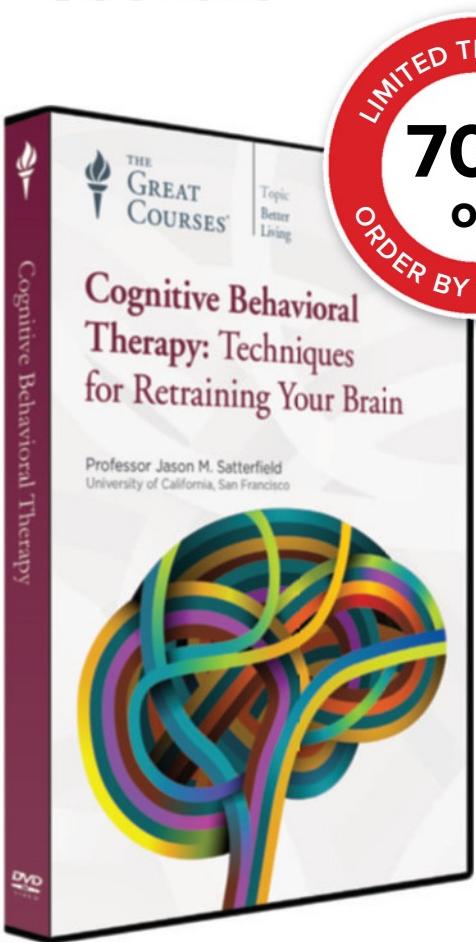
domized controlled prospective study, funded by the U.K.'s National Institute for Health Research, that will include 900 women. Half will get the standard care, and half will be actively monitored.

"My personal view is that enough time has been spent arguing about screening, and we now should be addressing the issue through well-run clinical trials that are long overdue," says Dr. Adele Francis, a breast surgeon at University Hospital Birmingham and the lead on the LORIS study. Some experts doubt that such a trial would fly in the U.S., given how risk-averse the field historically has been.

There's another important piece of the puzzle: the women with the diagnosis. "Change in medicine comes from patients," says Esserman. "My patients don't like the options we have. So I say, Get the facts. Find someone who will go through those options with you."

For some women, like Basila, that's already happened. And just as some women choose to take a "get it out of me" approach, there are some—not many, but some—for whom the opposite is appropriate. As with all the hardest decisions we have to make about our health, it comes down to the impossible calculus of what level of uncertainty can I live with?

"What I am doing is not foolproof," says Basila. "I know that. I also know life is finite and that death is unavoidable. For me it came down to the quality of the life I want to live. I don't want to be tired and bitchy if I can avoid it. And come what may, I think we really hurt ourselves by trying to just not be dead." □



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CAMPAIGN ★ 2016

It's not brain surgery

Inside Ben Carson's unlikely—and uncommonly spiritual—campaign

By Philip Elliott and
Tessa Berenson

BEN CARSON REMEMBERS how he cut a small hole in the man's head and began poking around. He was hunting for a tumor in the patient's brain stem, trying not to nick anything as he went. "Obviously, you have to be spot-on," the Republican presidential candidate told TIME as he recalled the procedure over a recent lunch in Nantucket, Mass. "All of this is really being done by feel."

The surgery came with a 50-50 chance of death, Carson estimated, but there would be certain death if nothing were done. He found the tumor, and moments later the electrical response in the patient's brain flatlined. "I told you this was a mistake. I told you you shouldn't have done this," Carson said the anesthesiologist told him. "You killed him." Carson, a former head of pediatric neurosurgery at Johns Hopkins, who has a remarkable talent for staying calm under stress, set the comment aside and continued to operate.

That night, Carson left the hospital in a somber mood, with the tumor out but his patient in intensive care. The next morning, the patient was cracking jokes. There was no simple explanation for what had changed. There seldom is in neurology.

The lesson for Carson lies at the core of who he is and what has taken one of the most celebrated doctors of his generation on a most unlikely journey, as a presidential candidate with no political experience. He is now polling just behind Donald Trump in national polls of Republicans. "God gets the credit for all the things I do," he explains, picking at a salad and sipping lemonade. "But he also gets the blame. My job is to do the best that I can do."





*Carson rallies the
faithful at the Iowa
Freedom Summit
in Des Moines
in January*

That just about sums up why, at age 63, he decided to jump into politics, a vocation he never sought and still says he would rather not pursue. It helps explain how he has maneuvered a packed political field with rare calm and little bluster. Carson is a man of science and a man of God, a man who is as familiar with poverty as he is with the halls of Yale University or the corporate boardroom. It's these seeming contradictions that have carried him this far. "Lord, you know I don't want to do this, but if you open the doors I'll do it," Carson says, recounting his prayers about whether to become a candidate.

Voters—or a higher power—seem to be responding. Carson is drawing robust crowds and millions of dollars in small donations by breaking all the rules of traditional campaigns. He keeps a modest campaign schedule. He is a stilted public speaker and unpolished campaigner. His appeal is one of the mysteries of the 2016 race. "Obviously," Carson says of his prayers to God, "he's opening the doors."

Such evangelism has long found a home among GOP candidates, but its vessels have been former pastors, such as Pat Robertson in 1988 and Mike Huckabee in 2008 and again today. Carson has been driven by a more private faith while capturing the public's imagination with his achievements in medicine.

He has been declared a "living legend" by the Library of Congress and has received 67 honorary doctorate degrees. In 1987, he led the first successful surgery to separate twins conjoined at the head, a 22-hour endeavor. "I said, 'Boy, this could really be something that could inspire a lot of kids,'" he says, nodding to the rarity of a black lead surgeon on such a high-profile case. "No one actually knew that I was the primary surgeon until after the operation was over."

His transformation from public intellectual to conservative hero began when he challenged President Obama at the National Prayer Breakfast in 2013. Standing feet from the President, Carson ripped into the Affordable Care Act and government spending. After that, conservatives urged him to make a run.

Carson's political positions are a close match for the GOP's deeply conservative voters. He opposes same-sex marriage, wants to replace Obamacare with health savings accounts and suggests a taxation

CARSON FILE

BIRTHPLACE:

Detroit
WIFE: Lacena "Candy" Carson, whom he met at Yale; they have three sons

ODD JOBS: Before medical school, Carson worked as a bank teller, bus driver and crane operator

PHILANTHROPY: He founded the Carson Scholars program, which has helped 7,500 students

BOOKS: He has written eight, including memoirs and advice for young people

YEARS IN ELECTED OFFICE: 0

SLOGAN: "Heal, inspire, revive"

plan that draws inspiration from Scripture and is a political version of tithing. On immigration, he would allow undocumented immigrants to get legal status only after leaving the country and demonstrating employment.

On the campaign trail, however, he has tripped at times while learning the terrain of a field that is often unforgiving. Carson is given to sweeping statements; his aides have encouraged him "to be a little more circumspect."

Take vaccines. During the CNN Republican debate in September, Carson was pitted against Trump in an argument about childhood vaccines. Carson was quick and correct with the science: "There have been numerous studies, and they have not demonstrated that there is any correlation between vaccinations and autism." But then he hedged, saying, "There should be discretion" in certain vaccine schedules and "a lot of this is pushed by Big Government."

Frank DeStefano, director of immunization safety at the Centers for Disease Control and Prevention, says that the immune system can handle up to 100,000 vaccines at a time and that there is no scientific basis for a delayed schedule. Carson now says his debate answer was not really about the science. "There can be an emotional issue to it," he says of parents who are concerned about giving their children vaccines. "We need to consider people's feelings."

Carson has also departed from the scientific community on global warming. NASA says 97% of climate scientists agree that trends are due to human activity, but Carson says it isn't about the data. "It doesn't matter about global warming or global cooling," he says. "We have a responsibility to take care of it [the earth]."

Then there's evolution. Critics note that Carson suggested in 2011 that Charles Darwin was inspired by Satan to come up with his theory of evolution. "I would believe that the forces of evil would be looking for a way to make people believe there was no God," Carson explains. "I have a different take on it ... I say that's proof of an intelligent and caring God who gave his creatures the ability to adapt to their environment so he wouldn't have to start over every 50 years."

And there is his claim that going to prison makes inmates gay. In March, Carson argued that homosexuality was a choice, saying, "A lot of people who go into prison straight, and when they come out, they're gay." He apologized for the comment within the day.

While many struggle to reconcile such strong faith with such learned science, Carson says one informs the other. "To believe that we evolved with the complexity of this brain from a pool of promiscuous biochemicals during a lightning storm—that requires a lot of faith," he says. "Way more faith than I have."

IT IS SOMETHING of a miracle that Carson can muster faith at all. Born into deep poverty in Detroit, he pulled himself up through schooling. His mother, who had only a third-grade education, had Carson submit book reports to her each week even though she could not read them. He is open about the anger he internalized as a young man and about attempting to stab a friend. That failed assault led to Carson's religious awakening, which today is a central piece of his campaign's message. The poor black child from Detroit would graduate from Yale and the University of Michigan medical school, climbing to become the youngest head of pediatric neurosurgery at Johns Hopkins at age 33.

He won seats on corporate boards: Costco Wholesale Corp. for 16 years, the Kellogg Co. for 18 years. There, he cultivated a reputation as a quiet, data-driven peer. He had little interest in internal



politics, preferring to voice his concerns to management at private quarterly meetings. "He was able to take into account multiple perspectives," Kellogg CEO John Bryant recalls. "He was very calm."

Carson also had a keen interest in fiber content in the cereals, as well as the nutritional value of the company's Morningstar Farms line of vegetarian products. It is a long way from his childhood, when his mother would take the family to farms on weekends with a simple proposition for landowners: The Carsons would harvest four bushels of apples or corn, and the landowners could keep three if the Carsons could take one home to put meals on the table.

"Knowing what a lot of people are experiencing and knowing how I managed to escape, I want people to benefit from that," he says. Carson is using his campaign's stage to preach that message wider, drawing a phone call from Kanye West. The two discussed how the rapper could use his music to "help young women in particular realize their self-worth," Carson says.

Through this tumultuous campaign, Carson has seldom appeared flustered. He says his trick is simple: when under fire, he pictures his critic as "a cute little baby."

Those who have known him during his days as a surgeon are not surprised. Surgeons have famously short tempers, losing their patience during operations when things don't go as planned. Not

Carson talks with supporters after a September campaign event in Ohio

THE DOCTOR'S ORDERS

For each of Carson's outlandish political statements, there's an equally inspirational thought meant to motivate his supporters.

HEALTHCARE

"Obamacare is really, I think, the worst thing that has happened in this nation since slavery."

EDUCATION

"Reading is the way out of ignorance and the road to achievement."

PRESIDENCY

"I would not advocate that we put a Muslim in charge of this nation."

RELIGION

"The Bible is a seemingly inexhaustible source of practical wisdom that could serve as a valuable resource for everyday living."

SOCETY

"[America is] very much like Nazi Germany ... We now live in a society where people are afraid to say what they actually believe."

CHARACTER

"Successful people don't have fewer problems. They have determined that nothing will stop them from going forward."

Carson. He knew how to handle the hiccups, says former student Gary Hsich, who doesn't agree with Carson's politics. "He's straightforward and very honest," says Hsich, now at the Cleveland Clinic. "Recently, some of his honesty seems to have gotten him in trouble. He's not a smooth talker like the other candidates."

THAT'S FOR SURE. In recent weeks, Carson has struggled to explain his repeated statements that a devout Muslim should not be President. That view runs counter to the Constitution, which expressly forbids any religious test for candidates. Voters this year are willing to overlook such incorrect statements and are eager to reward candidates who pledge to avoid politically correct assessments of what ails America. Just look at Trump, who catapulted to the front of the race by infuriating Latino voters, a move that pundits saw as a death knell.

Like Trump, Carson does not fit into a simple box. And his primary selling point is his acclaimed intelligence. "He's incredibly brilliant in so many different areas and fields," said Lorraine Goodrich, a 68-year-old retired Marine and Carson supporter who attended a recent event in Sterling, Va. "That mind is so impressive." Elsewhere in the high school gymnasium, Pat Sullivan was enjoying her second Carson rally this year. "He's a brain surgeon," explained the 68-year-old retired nurse from Tucson, Ariz. "You don't get any higher than that."

These aren't his only devoted fans. Carson has inspired a flock of followers on social media, recently surpassing Trump in Facebook backers. Supporters named his campaign bus the Healer Hauler and have donated money to have their children's names written on its side.

Should his campaign eventually fail—and most do—Carson seems to have already made peace with that as part of God's plan for him. After all, Carson never wanted to run for President and certainly did not ask for the scrutiny that comes with it. Instead, he says, he will retire. "I would continue to write books, continue to do public speaking," he says, "probably get involved once again in corporate America, learn how to play the organ." For someone who made his name rummaging through brains finding tumors by feel, a Bach prelude could be easy. □

The SAT has been synonymous with the college-admission process for generations of Americans. Test your knowledge of how the test has changed over the years, from its creation by college presidents to the newest version, which launches in March.

In what year did 12 university presidents form the College Entrance Examination Board in order to create a uniform college-admission test in essay format?

- A. 1920
- B. 1905
- C. 1900
- D. 1890

A B C D

A B C D

The first IQ test given to a large group of Americans, the Army Alpha, was administered to identify soldiers qualified to fight in which war?

- A. World War II
- B. World War I
- C. Korean War
- D. The Civil War

A B C D

A B C D

Carl Brigham, a Princeton psychology professor and eugenics advocate, adapted the Army Alpha into the Scholastic Aptitude Test during which period?

- A. 1912–15
- B. 1882–85
- C. 1965–68
- D. 1923–26

A B C D

A B C D

When did Harvard president James Bryant Conant first use the SAT to identify gifted Midwestern scholarship students who did not attend Eastern boarding schools?

- A. 1912
- B. 1874
- C. 1965
- D. 1934

A B C D

A B C D

bubble

Why the SAT and the ACT are competing for

When did high schools start sharing test results with their students?

- A. 1970
- B. 1987
- C. 1965
- D. 1958

A B C D

A B C D

University of Iowa education professor E.F. Lindquist launched the American College Testing Program in which year?

- A. 1959
- B. 1898
- C. 1964
- D. 1971

A B C D

A B C D

When did the University of California begin requiring the SAT for admission?

- A. 1954
- B. 1920
- C. 1978
- D. 1960

A B C D

A B C D

When did the College Board start offering fee waivers to low-income families?

- A. 1973
- B. 1950
- C. 1969
- D. 1987

A B C D

A B C D

In what year did the College Board drop “aptitude” from the SAT’s name?

- A. 1989
- B. 1994
- C. 1978
- D. 2006

A B C D

A B C D

After grading tests by hand, the SAT introduced machine scoring in which year?

- A. 1924
- B. 1952
- C. 1939
- D. 1975

A B C D

A B C D

When did Stanley “Cram King” Kaplan begin SAT tutoring in his parents’ Brooklyn home?

- A. 1946
- B. 1942
- C. 1965
- D. 1958

A B C D

A B C D

What was the first year that more than 500,000 students took the test?

- A. 1949
- B. 1957
- C. 1965
- D. 1982

A B C D

A B C D

trouble

students long before college *By Eliza Gray*

In what year did Bowdoin stop requiring the SAT, becoming a pioneer of the test-optimal movement?

- A. 1930
- B. 1969
- C. 1975
- D. 1990

A B C D

A B C D

In what year did the FTC determine that Kaplan’s test prep could raise students’ scores, following an investigation into his marketing?

- A. 1965
- B. 1958
- C. 1979
- D. 1986

A B C D

A B C D

When did the SAT add a writing section, eliminate vocabulary analogies and change the top score from 1600 to 2400?

- A. 1984
- B. 1998
- C. 2005
- D. 2000

A B C D

A B C D

In what year did the College Board announce that it would drop penalties for wrong SAT answers, scrap esoteric vocabulary words and make the essay optional?

- A. 2014
- B. 1999
- C. 2004
- D. 2012

A B C D

A B C D



A few weeks ago, a new class of nearly 800 students arrived at Wesleyan University to begin their first year. Wesleyan is consistently ranked as one of the nation's top liberal-arts colleges, and admissions are competitive.

But those who have made it to the school's leafy campus in Middletown, Conn., look pretty much like their newly minted peers at any other college in the U.S. The interesting difference is one that doesn't show. Nearly one-third of Wesleyan's incoming class was admitted without an SAT score. Last year, the school dropped its requirement that applicants submit a standardized-entrance-exam score, and hundreds of would-be Wesleyan students from a wide range of backgrounds took advantage of the option.

In abolishing the mandate, Wesleyan joined a growing cadre of selective schools that includes other recent defectors such as George Washington University and Wake Forest. Today, nearly 200 of the roughly 2,968 degree-granting four-year colleges in the U.S. no longer require the SAT or the ACT, while 600 more have diminished their role in the admission process, according to the antitesting organization Fair Test. Those ranks include not only elite and expensive colleges like Bates and Smith but also major state schools like the University of Arizona and regional campuses including Montclair State in New Jersey and Weber State in Utah.

College without the SAT? For generations of American graduates who will never forget the anxiety around that all-important Scholastic Aptitude Test and the quest to achieve the "perfect" score of 1600 (or, since a 2005 update, 2400), the idea might sound hard to believe. Yet even as a new crop of high school students sharpen their No. 2 pencils for the SAT's first fall sitting on Oct. 3, its relevance—and that of its Midwestern cousin, the ACT—is

fading at many schools, including some of the nation's most selective.

One reason for the change is a belief among some administrators that the tests' predictive power for college success is overrated. "People make too much of test-score differences," says William Fitzsimmons, Harvard's dean of admissions. "People with the very highest test scores coming into Harvard do a little better than those with the lowest test scores, but they don't do a lot better."

Yet in a little-noticed shift, even as the tests' sway over college admissions has waned, they are looming ever larger on the K-12 education landscape. The organizations behind the SAT and the ACT are now locked in a battle for lucrative state-funded contracts to offer the tests to public high school students. These contracts benefit families by having taxpayers fund a college-admission test—but states are buying into the concept because the exams do double duty as assessment tests required of public schools. The ACT, which was originally known as the American College Testing Program, has signed nearly 20 of these contracts in the past 15 years, part of the reason the ACT surpassed the SAT in 2012 as the most popular college-admission test in the U.S.

Now the SAT is fighting back. Under the leadership of its president, David Coleman—an architect of the controversial Common Core standards—the College Board is about to launch a massively overhauled SAT that will compete head-on with the ACT for state contracts. The new test, which arrives in March, has schools, students, parents and test-prep companies all scrambling to anticipate the changes. And it has already won one convert: the state of Michigan, which had been offering the ACT. Starting in 2016, all Michigan high school students will take the SAT as a required state assessment exam.

The implications of these changes are significant for students of all ages. Both the ACT and the SAT have designs on testing kids who are years away from thinking about a college-entrance exam. As part of this strategy, the College Board has begun offering tests to students as young as eighth graders to help them address weaknesses early.

"We need to stop thinking about the SAT as a single transaction," says Douglas Christian-SEN, chair of the board of trustees at the College Board. Instead of the tests' being thought of only as a gateway to college, he envisions them playing a role throughout a student's "educational journey."

Beyond the practical impact for students, there are broader issues at stake. The SAT began as an "aptitude" test that allowed Ivy League colleges to discover the potential in students who didn't attend elite New England prep schools. Reacting to criticisms about bias in aptitude measurement, the College Board swapped

College Board
president
David Coleman
overhauled the
SAT to hew
more closely to
what students
learn in school



“aptitude” for “assessment” in 1994 and abandoned the idea of initials altogether three years later, insisting that SAT doesn’t stand for anything. Now, as the College Board chases the K-12 assessment business, the SAT is morphing into an achievement test similar to the ACT. But colleges are increasingly struggling with how to assess and nurture the creativity and analytical skills graduates need in the 21st century economy. As long as a degree remains the gateway to the best jobs and a bright future, is filling in a bunch of bubbles with a pencil really the best way to size up a student’s future?

If you want to understand the upheaval in college-entrance exams, a good place to begin is with Glenn “Max” McGee, a lanky, silver-haired educator with glasses, a Ph.D. and a friendly smile. When McGee was appointed Illinois school superintendent in 1998, he began seeking a way to help more disadvantaged kids get to college. It was a problem McGee knew well. His wife, a teacher trainer at a local college, had met kids from Chicago’s low-income North Lawndale neighborhood through her work. She started driving them to ACT tests on Saturdays and was struck by how few could afford to pay the fees.

Meanwhile, Illinois’s high school assessment exam wasn’t required for graduation or necessary for college admission, and as a result, many students just stopped taking it. So McGee came up with an idea to fix both problems at once: he would make the ACT part of the state test, and the state would pick up the tab, letting public-school students take a college-admission test for free.

McGee invited the ACT and the College Board to bid on a state contract to administer their tests to every public high school junior in the state. In June 2000, the Illinois state board of education voted to make the ACT part of Illinois’s Prairie State Achievement Exam, at a cost of \$19 million over five years, giving students an incentive to take the assessment test. And in the spring of 2001, 130,000 Illinois public-school students took the ACT free of charge.

Fifteen years later, McGee’s idea has had more impact than he could have imagined. Eighteen states—including Colorado, Alabama and Wisconsin—now require or pay for 11th-graders to take the ACT, reflecting a perception that it is a more honest measure than the SAT of what a student knows, with fewer tricks or hidden biases. Since the ACT eclipsed the SAT in 2012, its dominance has grown as more colleges dispel the myth that they have a preference for the SAT. In 2014, 1.8 million American high school students took the ACT, compared with 1.7 million for the SAT. A third of the ACT’s growth in the number of tests taken has come from state contracts.

But a bigger consequence of that Illinois deal was demonstrating that college-admission tests like the

ACT and SAT—which had traditionally been seen as gauges of “aptitude” or “intelligence”—could double as K-12 achievement exams that measured students’ mastery of curriculum, a kind of testing that became required by George W. Bush’s No Child Left Behind Act in 2001. The law mandated that students be tested annually in math and reading in grades 3 through 8, and once again in high school. Today, states spend more than \$1.7 billion a year on K-12 assessment testing, according to research from the Brookings Institution.

As the market has grown, both the ACT, headquartered in Iowa City, and the New York City-based College Board have moved to capitalize. Both are nonprofit organizations, but that doesn’t mean they aren’t big businesses. IRS filings show that, taken together, the two groups bring in revenue of \$1 billion—and top officials are paid upwards of \$500,000.

“The marketing reps at the ACT pitched the test as a multifunction test. It was not only good for college admissions, it was a way to measure how your schools were performing,” says Jed Applerouth, a private test-prep tutor in Atlanta. “After No Child Left Behind, states said to themselves, ‘We can’t afford all these tests. Why don’t we use one test for all these purposes—to test students’ achievement as well as get them ready for college? We can kill two birds with one stone.’”

In 2012, the College Board brought in a new president. A Rhodes scholar and former business consultant from McKinsey, David Coleman is the prime example of a type of educator that has emerged in the past decade: a high-achieving product of the corporate world determined to bring entrepreneurial thinking to the education market. Coleman, now 45, was also a driving force in the Obama Administration-backed Common Core standards, which have influenced the content of the standardized tests used by many school districts. If the SAT were going to push into high school achievement testing, he was an obvious choice to lead the charge.

Coleman’s primary challenge was to get back market share the SAT had lost to the ACT. First he opened an office in Iowa City near the ACT’s headquarters and poached key ACT staff—including Cyndie Schmeiser, now the College Board’s chief of testing. Then he announced that the board would launch a redesigned test in March 2016. The College Board said the new SAT would lose the relics of its history as an IQ test that made it so conducive to expensive test prep and be transformed into an evaluation that reflects what students are already learning in high school. “It is time for an admissions assessment that makes it clear that the road to success is not last-minute tricks or cramming but the learning students do over years,” Coleman said in a speech in Austin in March 2014.

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JED APPLEROOTH,
test-prep tutor

But to many observers, the overhaul seemed to have a lot more to do with business than with education. Many of the planned changes make the new SAT look more like the ACT. Among them: students will no longer lose a quarter-point for guessing the wrong answer, math questions will incorporate science, and the infamous “SAT words” of an expansive vocabulary will be banished. “In just about everything that was different about the two, they’ve embraced the ACT position,” says John Katzman, founder of the Princeton Review. “A bunch of us have tried to kill the SAT for decades, and I guess congratulations are in order for David Coleman for doing it.”

If there's an entrance-exam

revolution in progress, you wouldn't guess it from looking at the discussions on CollegeConfidential.com, a favorite website for angst-ridden high school students and their lurking parents. One of the most popular threads is called “What Are My Chances?” Teens go there to post the bare facts about their high school careers—grades, test scores and “ECs” or extracurriculars—and ask their peers to rate their chances of getting into various colleges.

The guesstimated responses are blunt and occasionally brutal. Shortly after 1 a.m. on a Sunday in late September, a user named wolverinexci signed on, asking “Chance me please!” and offering a list of colleges and these particulars: 1800 SAT score along with a 3.278 GPA at a competitive California high school. The first reply was frank: “Your GPA will keep you out of many of the schools on your list,” wrote Gumbymom. After schools considered safe bets were deemed toss-ups by fellow users, wolverinexci responded: “wow i can't believe i suck that much” and then, in the same thread, pleaded, “Could a couple more people please chance me as well?”

The test-score torment is everywhere in the postings of these anonymous teens. Malcolmx99 has a 1700 on his SAT and hopes to raise his score to 2100 out of a perfect 2400. If he preps for four hours a day over the next three months, he wonders, is that doable? Others describe intense regimens of test-prep courses, tutoring and hours of mock tests. PeculiarPencil asks the group, “Are There Standardized Tests That Don’t Matter?” The conventional wisdom from the group is, essentially, no.

But many college officials tell a much different story. Harvard’s Fitzsimmons says it’s rare that an entrance-exam score will reveal something about an applicant that isn’t already apparent from a high school transcript. “There’s always been a very direct relationship between the quality of the schooling that you’ve had and how well you do, not just on SAT but any of the standardized tests,” he says. Indeed, from many other admissions officials I spoke with, *rigor* and *curriculum* were consistent refrains.

ACT

In 2012, it surpassed the SAT as the most popular college-admission test in the U.S.

Time
2 hr. 55 min.

Structure
Four parts: English, math, reading, science

Score
1 to 36, tallied by averaging the scores from the sections; each section is also scored 1–36

Questions
215

Essay
Optional 40-min. essay, not included in the overall score

In other words: getting good grades in tough classes is a solid way to impress a college.

“Their grades, their GPA, the strength of the curriculum and the strength of the course work in the field they were interested in is the best predictor” of college success, says Kedra Ishop, an admissions officer at the University of Michigan. “If there were two AP courses available and you didn’t take them, that’s going to be looked at more closely than 20 points on the SAT.” Many colleges rely on a “rubric,” an algorithm that spits out a ranking calculated from GPA, test scores and extra points to represent things like AP courses. The weight of each factor in the rubric depends on the college.

But after a deluge of research over the past decade circumscribing the limits of standardized tests, it’s clear many colleges are digging deeper. “What is a good score depends on your given context,” says Jim Bock, dean of admissions at Swarthmore College. “Did the school you prepped at do a lot of critical reading? Was your score one of the highest in your school district?”

In 2014, William Hiss, a former Bates College admissions dean, and researcher Valerie Franks published results of a study of 123,000 student records from 33 colleges with test-optimal admission policies, analyzing the high school GPAs and the graduation rates of the two groups: matriculants who had supplied an entrance-exam score and those who had opted not to. Their conclusion: high school GPA—even at poor high schools with easy curriculums—was better at predicting success in college than any standardized test. Nancy Hargrave Meislahn, the admissions dean at Wesleyan, told me those findings helped persuade the school to go test-optimal.

Colleges have taken the data to heart and see less value in the scores, says Kim Reid, a higher-education analyst at research firm Eduventures—although the omnipresent “top college” ranking lists, which often use schools’ average ACT and SAT scores in their calculations, force them to pay some attention. The tests “do matter in ways that they probably shouldn’t,” Reid says. “If you could get rid of [their use in rankings], the colleges and universities would walk away from them even more.”

For Coleman, the vision isn’t less testing. It’s more—a lot more. He aims for the College Board to deliver more value to students, and he has expanded efforts to identify low-income kids and provide them with fee waivers so they can send their results to more colleges for free. In June, the College Board launched a partnership with Khan Academy, the popular online educational-video provider, and the Boys & Girls Clubs of America to offer free test prep to kids who can’t afford it. And Coleman wants more schools to offer the College Board’s SAT-warm-up test, the

PSAT, to eighth- and 10th-graders to help identify gaps in students' education earlier. "The real work," he says, "is building opportunity for kids."

Listening to all that fervor, it's hard not to hear the voice of the Common Core evangelist. Coleman was a key engineer of those benchmarks, which aimed to have states adopt student achievement standards that met national goals. Supporters saw Common Core as a way to ensure that all students were getting a fair shake, but opponents have criticized it for narrowing curriculums and relying too heavily on standardized tests to evaluate learning. As the battle has become increasingly charged, the College Board does not want families to dwell on the connection between Common Core and its current chief. Says Christiansen, the College Board chair, who is also dean of admissions at Vanderbilt University: "I get asked a lot, 'Did you hire David Coleman because he worked for Common Core?' I'll tell you, absolutely not."

But Common Core has reinforced the demand for K-12 testing, and as a result some sort of collision between it and the SAT—and the ACT—seems inevitable. The strategies of both companies, educators say, put them in direct competition with the creators of Common Core testing. Indeed, Jon Erickson, who joined ACT in 1984 and recently retired as president, says the company always believed that its "test could serve a greater purpose than admissions screening." That worries some educators, who fear that the presence of the SAT and ACT in the primary-school market could stifle innovation.

The exams also affect the things students are asked to learn. In 2015, after 15 years of using the ACT to assess high school students, Illinois dropped the ACT requirement in favor of a new Common Core assessment called PARCC, created by the for-profit education company Pearson. Illinois's board of education set aside \$14 million for districts to let students take the ACT on the state's dime, in addition to the PARCC test. But the prospect of readying kids for two different tests has left some public-school educators feeling frustrated. Jeff Feucht, an assistant superintendent in Glenbard Township, a large suburban district outside Chicago, says one test is enough, and he would rather prepare students for an exam they can use to get into college. "I think [PARCC] is a better test, and if colleges would accept it for admissions, I'd prefer it to the ACT and the SAT, but I work at a school district. I work for taxpayers. I care about kids getting into college," he says. "I don't want to serve two masters."

Meanwhile, college admissions officials are still searching for better tools to understand applicants. They are increasingly focused on, for lack of a better description, trying to measure what isn't being measured. Two years ago, the MIT admissions office started soliciting something it calls "maker portfolio," a way for talented students to submit videos

showing off things they've created—from computer software and robots to glow-in-the-dark socks. As Dawn Wendell, a mechanical-engineering lecturer at MIT who worked in the school's admissions office, said in a recent presentation, "We recognize that you are not fully captured in the numbers, so we are looking at you as a whole person."

They particularly want more evaluations that they consider open-ended—that is, exercises for which there is no single precise right answer and which can't be distilled to a multiple-choice question. It's another reason that students' achievement on Advanced Placement tests is coveted by admission officers. Those tests are highly open-ended (and more expensive to conduct, since humans must grade the answers). In that regard, the College Board's decision to take the essay question added to the SAT in 2005 and make it optional in the relaunched test next year is seen by some as a step backward.

"We keep coming back to this multiple-choice testing strategy that was modern technology in 1950," says Linda Darling-Hammond, faculty director at Stanford University's Center for Opportunity Policy in Education and co-author of *Beyond the Bubble Test: How Performance Assessments Support 21st Century Learning*. "But it is antiquated now. It cannot measure higher-order thinking skills." The College Board, for its part, says its redesigned test will include open-ended short answers on the math portion of the exam.

For a different approach, consider how students are assessed in Singapore—which topped the most recent global school rankings from the Organisation for Economic Co-operation and Development. The government-run test for college-bound students requires them to complete a group project over several weeks that is meant to measure their ability to collaborate, apply knowledge and communicate—all skills both educators and employers say are critical for the future economy.

Among those who believe the U.S. must do better is Max McGee, the onetime Illinois state superintendent who helped trigger the big shift in the ACT/SAT business model. McGee is now in Silicon Valley, running the Palo Alto, Calif., school system, and he says he dreams of a better assessment. "It needs to look like a portfolio students generate over time that reflects their passion, their purpose in life, their sense of wonder, and that demonstrates their resilience and persistence and some intellectual rigor," he says. He's reminded of that need by his wife, who still works with the low-income kids in North Lawndale who often lack the resources to take—let alone prepare for—the SAT and ACT.

"When you see them interact, you realize our future is bright," McGee says, "to the extent that we can provide opportunities to show what they can really do." □

New SAT*

The revised format will more closely resemble that of the rival ACT

Time

3 hr.

Structure

Three parts: reading, writing and language, math

Score

400 to 1600, determined by the addition of scores in the two overarching sections: evidence-based reading and writing, and math

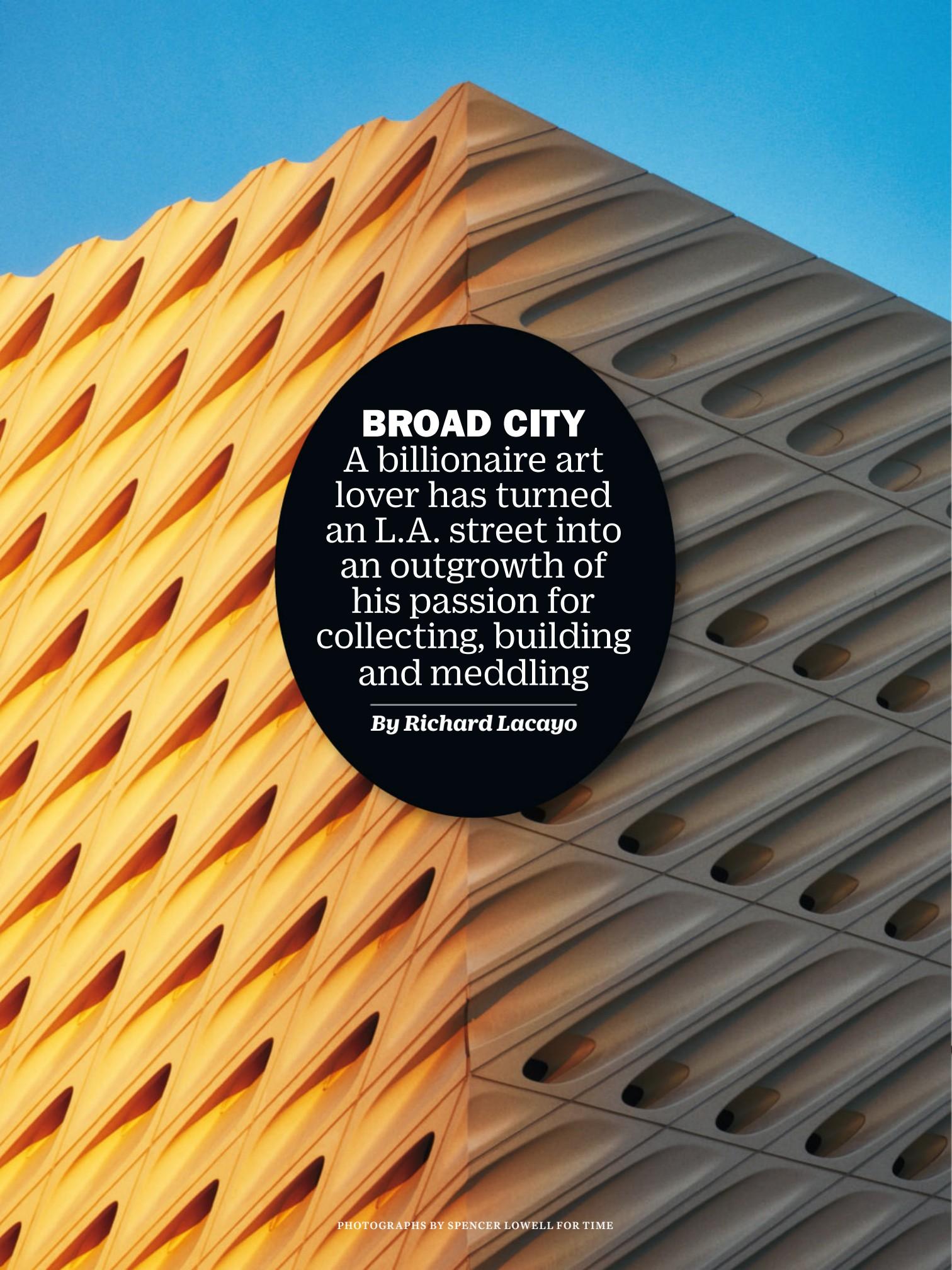
Questions

154

Essay

Optional 50-min. essay, not included in the overall score

*Exam launches in March

A close-up, low-angle shot of the Broad Museum's distinctive perforated facade. The facade consists of a grid of vertical and horizontal panels, with many of the intersections featuring circular or teardrop-shaped holes. The lighting creates a warm, golden glow on the left side of the frame, transitioning to a cooler, bluish tint on the right, suggesting a sunset or sunrise.

BROAD CITY

A billionaire art lover has turned an L.A. street into an outgrowth of his passion for collecting, building and meddling

By Richard Lacayo



*Broad with Roy
Lichtenstein's Mirror #1. At
left, sunrise casts an orange
glow across the museum's
all-white exterior "veil"*



ELI BROAD, THE BILLIONAIRE PHILANTHROPIST and Los Angeles power broker, made his first fortune as a developer and his second with an asset-management firm. But as with Bill and Melinda Gates, these days the chief occupation of Broad (rhymes with road) and his wife Edythe is giving a lot of that money away. Their various foundations have devoted billions to education reform, medical research and the arts. As he likes to say: "I don't do anything in moderation. When I get involved, I really get involved."

Indeed, when he and Edythe began seriously collecting art in the 1970s, they *really* got involved, amassing more than 2,000 works by some 200 artists. Since 1984 most of that work has been held by the Broad Art Foundation, a kind of lending library that circulates work to museums and exhibition spaces around the world. For years it was spread out among five storage facilities in the L.A. area—a problem not readily solved by a visit to the Container Store. Which is why the Broads have just opened a sizable new museum in L.A. called—what else?—the Broad.

It hasn't been an entirely smooth trip. Broad, 82, long talked about eventually donating his collections to a museum, and for a time it appeared the Los Angeles County Museum of Art (LACMA) might be the beneficiary. So it seemed in June 2003, when LACMA signed an agreement

Jeff Koons' Balloon Dog (Blue) in the column-free third floor, where skylights create a patterned ceiling

with Broad to construct an entire building on its campus to display his art. In reporting on the deal, the New York Times said LACMA was moving ahead "with the understanding that all the art will be left to the museum." LACMA erected a Renzo Piano–designed building, to which Broad donated \$50 million for construction plus \$10 million to acquire new art. But in January 2008, just before it opened, Broad dropped a bomb: he had decided to hold on to his stuff.

"There was never a promise to give it to them," he says now, adding that the decision wasn't a vote of no confidence in LACMA but an outgrowth of his misgivings about what typically happens when any museum gets a large private collection. "Ninety percent ends up in storage. That wasn't what I wanted." What he wanted was his own museum, a prerogative wealthy American collectors have exercised since Isabella Stewart Gardner opened hers in Boston in 1903. In the L.A. area alone there are museums bearing the names of Armand Hammer, J. Paul Getty and Norton Simon.

Five years ago Broad chose a parcel in downtown L.A. as his build spot. For

years he had struggled to get the city, the county and private developers to work toward making downtown a true urban center, something patchwork L.A. has never had. So much the better that the site was across the street from the Museum of Contemporary Art, which Broad co-founded in 1979 and rescued from bankruptcy seven years ago. Better still, it was next door to Frank Gehry's magnificent Walt Disney Concert Hall, which might never have been built without Broad. In the mid-1990s, when that project seemed permanently stalled, he spearheaded a new funding campaign. Add his own museum to that stretch of Grand Avenue and it might as well be called Broad Way.

But Broad's civic involvements can be a mixed blessing. He's a hands-on benefactor, and as a former developer he keeps an especially close eye on building projects. While rescuing the Disney Hall, he tried to hand off Gehry's revolutionary design to an outside architectural firm. In the 1980s he had done just that with a Gehry design for his own home in Brentwood, a project the architect then disowned. (Broad had been frustrated that Gehry took so long to arrive at a final model.) The prospect of an adulterated version of the Disney so enraged Gehry that he threatened to quit. In the end, Broad backed down, Gehry executed his own designs, the Disney Hall emerged as



▲
Kara Walker's African't, a cut-paper wall piece that riffs on harsh undercurrents of American history

the masterpiece it is, and the two men reconciled. Moral of the story: Broad can be a force for good, so long as he doesn't always get his way.

In 2010, the commission for the Broad went to Diller Scofidio + Renfro, the firm famous for New York City's High Line park, a meandering promenade and tourist magnet built into an old elevated railway line. At a press preview a few weeks ago, when architect Elizabeth Diller thanked "everyone" for being closely involved with the project, she added with a laugh: "Maybe Eli too closely. We were duly warned!" But she also said their design was "uncompromised." Her husband and professional partner Ric Scofidio says the completed \$140 million museum "is very, very close to our original concept."

That's a good thing, because the concept works—a three-story, 120,000-sq.-ft. (11,150 sq m) box wrapped in a tautly patterned exterior. The architects call it "the veil"—a white honeycomb of 2,500 lozenge-shape panels of fiberglass-reinforced concrete, with a curving indentation that holds an oval window. That veil solves a problem: How do you compete with the explosive forms of the Disney Hall next door? Their answer: You don't—that way lies madness. Instead you chime in. The basket-weave surface creates a subdued rhythmic pulse that plays counterpoint to the multiple crescendos

of the Disney, a dialogue that never devolves into a squabble.

At its north and south ends the veil lifts to produce triangular, glass-enclosed entries that lead to an unusual lobby, a dimly lit grotto of polished plaster formed into slate gray biomorphic bulges. There's no ticket counter—general admission is free. Further in are galleries that presently hold recent acquisitions but in the future will house temporary shows that the museum's director, Joanne Heyler, says will "really drill deep into the work of an individual artist, not just with our collection but also with loans."

From the lobby visitors head up to the third-floor galleries, where pieces from Broad's collection will be rotated into display in nearly an acre of column-free space. They can ascend via a cylindrical glass elevator or a stairway that offers a view into the second-floor "vault" where the rest of the holdings are stored. But most will probably take an escalator that rises through a kind of tunnel—think birth canal—that deposits its riders into the brightness of the galleries from the relative darkness of the swelling lobby-womb.

On that floor the panels of the veil reappear overhead as deep skylights that admit diffuse illumination into the galleries. They also provide a warped grid pattern across the entire ceiling, one that animates the space but, at 23 ft. (7 m) above the floor, doesn't compete with the art. "Our goal here," says Diller, "was to give the galleries character while also dialing back the architectural statement so that there's room for the art to breathe." Mission accomplished.

The Broad has considerable depth in some important artists: galleries devoted to Andy Warhol, Jasper Johns, Jeff Koons and Cy Twombly amount to virtual mini-retrospectives. But though it has work by L.A.-based artists, including foundational figures such as John Baldessari and Ed Ruscha, the collection omits quite a few SoCal notables, including the ceramic sculptor Ken Price and British transplant David Hockney. In many parts of the museum you sense the gravitational pull that big New York galleries have had on the Broad's tastes, from Mary Boone and Leo Castelli in the 1980s to Larry Gagosian now. (Naturally there's a Damien Hirst dot painting, the last word in inert merchandise.) But the collection is still growing by about 50 works per year. "And that will continue," says Heyler. "We don't intend to slow down." On Broad Way, they're already off to a running start. □

A photograph of two young children, a girl and a boy, smiling. The girl on the left has blonde hair and is wearing a dark long-sleeved shirt, with her hands near her face. The boy on the right has blonde hair and is wearing a red sweater over a white collared shirt. They are outdoors, with a wooden structure and yellow autumn leaves in the background.

A park is a gift.

(Pass it on.)

PHOTO: DARCY KIEFEL

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Time Off

"WHAT ARE YOU CALLING THE SHOW, LUCKY BASTARD?" —PAGE 58

MUSIC

Janet Jackson preaches resilience on her ecstatic new album, *Unbreakable*

By Maura Johnston

JANET JACKSON STRUCK GOLD—and platinum—when she asserted herself as mistress of her domain on the 1986 album *Control*. Her successes in the decades that followed included dominance of radio and MTV—with songs like the sparing “Love Will Never Do (Without You)” and the jittery “The Pleasure Principle”—spectacle-heavy world tours and provocative magazine covers that set tongues wagging.

Her most scandalous moment, the infamous wardrobe malfunction at the 2004 Super Bowl halftime show, still informs debates over sex on television more than a decade later. But none of it would have happened without the forward-thinking blend of pop, soul and ladies-first energy that buoyed her to stardom. Through her collaborations with the R&B production powerhouse Jimmy Jam and Terry Lewis, Jackson consistently released tracks that summed up the contradictions inherent in womanhood, while making listeners all along the gender spectrum want to shake their bodies.

Jackson's new album, *Unbreakable*, out Oct. 2, is a collaboration with Jam and Lewis that marks her first studio release since 2008's *Discipline*. As befits the title—and Jackson's career—*Unbreakable* is a collection of songs about resilience and finding love both outwardly and



FREE AGENT

Jackson's new album, her first in seven years, is being released on her own label, Rhythm Nation Records

from within. In keeping with her best work, it's full of bravado and soul-searching.

The album opens with the title track, which could be read as a devotional of sorts to Jackson's fans: "Never for a single moment/ Did I ever go without your love," she sings over a space-age synth, which blossoms into a sunny-day soul strut. Jackson's voice, always notable for the emotion it could pack into even the simplest verse, is particularly suited to this type of laid-back R&B. As the song fades out, her voice comes back in, this time as tour guide: "Hello. It's been a while. Lots to talk about. I'm glad you're still here. I hope you enjoy."

If *Unbreakable* stayed in the laid-back grown-woman gear of its opener, it would still be completely satisfying; the Jackson-Jam-Lewis crew has been crafting song-length sighs since *Control*'s sumptuous "Funny How Time Flies (When You're Having Fun)." But instead, the machine kicks into overdrive with the help of rapper Missy Elliott, another strong woman of yesterday's pop charts who

experienced a renaissance in 2015. The hyperactive "BURNITUP!" has hype assistance from Elliott and accompaniment that brings together the 2010s' chanting crowds and the 1980s' skittering 808 drum samples. It serves as notice that Jackson hasn't yet given up her private booth at the club.

Part of the joy of *Unbreakable* comes from the effortless way that it bridges the gap between new and old. There are nods to current

dance-music trends like the frothy "Take Me Away," which floats on a Calvin Harris-like cloud before culminating in a ripping guitar solo, and the splashy "Night." There are also throwback ballads like the intimate "After You Fall" and the luscious "Dream Maker/Euphoria." *Unbreakable* also maintains the social consciousness that made *Rhythm Nation* such a powerful statement 25-plus years ago: "Shoulda Known Better" takes on the present-day state of affairs, with Jackson echoing the *Thriller* track "Human Nature" of her late brother Michael.

Unbreakable closes with "Gon' B Alright," a thumping, clamorous funk jam that recalls Stevie Wonder's "Living for the City" and Sly and the Family Stone's "I Want to Take You Higher"—it's a party, and Jackson sounds thrilled to be head hostess. The lyrics are comforting and joyous, a boisterous reminder that while Jackson's been through a lot, she's survived. And so can those listening at home, as long as they remember to take control and dance. □



FAMILY MATTER

"Shoulda Known Better" echoes Jackson's late brother Michael's hit "Human Nature"

Part of the joy of *Unbreakable* comes from the effortless way that it bridges the gap between new and old. There are nods to current dance-music trends like the frothy "Take Me Away," which floats on a Calvin Harris-like cloud before culminating in a ripping guitar solo, and the splashy "Night." There are also throwback ballads like the intimate "After You Fall" and the luscious "Dream Maker/Euphoria." *Unbreakable* also maintains the social consciousness that made *Rhythm Nation* such a powerful statement 25-plus years ago: "Shoulda Known Better" takes on the present-day state of affairs, with Jackson echoing the *Thriller* track "Human Nature" of her late brother Michael.

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MUSIC

Inside the pop-song industrial complex

IN HIS NEW BOOK, *THE SONG MACHINE*, John Seabrook explores how today's pop hits get made, Frankenstein-style, with teams of writers and producers welding different melodies and beats together to maximize commercial appeal. Below, the Top 10 hits of his findings.

—NOLAN FEENEY



1. Hit factory Many of today's hitmakers, like Max Martin, cut their teeth crafting songs for the likes of the **Backstreet Boys** at Sweden's Cheiron Studios in the '90s.

2. One woman's trash

Britney Spears' "... Baby One More Time" was first shopped to TLC and Robyn, while Rihanna's "Umbrella" was originally offered to Spears.

3. Making the cut

Kelly Clarkson disliked working with Martin on "Since U Been Gone" because of his habit of "comping"—splicing together the best parts from multiple studio vocal takes.

4. Double duty

Clarkson alleged that the Ryan Tedder-written track "Already Gone" from her 2009 album was almost the same as the song Tedder provided for Beyoncé's "Halo." (He denied this.)

5. Songwriting stars Half of **Rihanna's** solo No. 1 hits were created by Norwegian producing duo Stargate in collaboration with "top-line" writers like Ester Dean, who handle melody and lyrics.

6. Payday The arrangement isn't always 50-50. Producers generally get paid for studio time, while top-line writers often see checks only if their version of a song is released.

7. The machine Many hits are made at writing camps, where writers and producers pair up and rotate throughout the day. One success story, Rihanna's "Rude Boy," credits half a dozen writers.

8. California girls

Katy Perry and songwriter Bonnie McKee wrote about five different versions of the song that became "Teenage Dream."



9. Unpaid work Kesha says producer Dr. Luke didn't give her a writing credit for her contributions to **Flo Rida's** No. 1 single "Right Round," so she earned no money from it.

10. Spotify loss As streaming chips away at artists' sales, writers who share credits with many others now get even smaller slices of the pie.

MOVIES**Naomi Klein's chilling view of warming**

"I'VE ALWAYS KIND OF hated films about climate change," writer Naomi Klein admits at the beginning of *This Changes Everything*. "Is it really possible to be bored by the end of the world?" Sure, especially if one is confronted with a hopeless litany of ecological outrages, a portrait of a power structure disinclined to offer relief and a public fending for itself amid superstorms, oil spills, strip-mining and air pollution. And desperate polar bears. And collapsing glaciers.

Yet that's just about all Klein gives us in this adaptation of her 2014 book, directed by her husband Avi Lewis and narrated, somewhat wanly, by Klein. It pays far less heed than it might have paid to the book's central theses—that corporate capitalism and climate correction are essentially incompatible and that, in order to avert environmental Armageddon, nothing less is required than a reimagining of our relationship with the earth. But that would have been a movie strictly about ideas, and ideas are inherently less cinematic than the ravages of tar-sands extraction in Alberta, oil spills in Montana, air-pollution protests in China or an anti-power-plant riot in India.

What hope is on offer seems about as likely to succeed as a starving bear trapped on an ice floe.

—JOHN ANDERSON

An anti-oil-pipeline protest in *This Changes Everything*

**MOVIES****A thrilling high-wire act, with a genuflection for 9/11**

DIRECTOR ROBERT ZEMECKIS' FILMS OFTEN HURLE FORWARD with radical propulsion. But his latest, *The Walk*, is a vertiginous beauty, and Zemeckis (*Back to the Future*, *Forrest Gump*) slows down so we can savor it. The film is about looking up, looking inward—and the time a French wire walker traipsed between the Twin Towers. The acrobat, Philippe Petit (a terrific Joseph Gordon-Levitt), narrates his tale, saluting his "great love," the World Trade Center towers, which Petit spots in a photo of the architect's model in 1968. An accomplished Parisian daredevil, he'd already conquered Notre Dame Cathedral.

The newly built towers pose a unique challenge, so Petit puts together a team. Arriving in New York City, Petit's accomplices sneak to the Trade Center rooftops for research. They shoot an arrow with a cord attached, allowing them to set the rigging. Just after daylight breaks on Aug. 7, 1974, Petit steps out 110 stories above the ground. That's when *The Walk* goes airborne. The planning is fun and fascinating, but Zemeckis puts us in the sky with Petit using all-enveloping Imax 3-D.

As befits an era of folk heroes, some story elements from Petit's memoir *To Reach the Clouds* (also the basis for the acclaimed 2008 documentary *Man on Wire*) are condensed, but it all hangs together. The events of Sept. 11 are inextricably part of the story's shadow pull, yet sentiment is kept at arm's length. When Petit drops to one knee midwalk, it's a genuflection to the city and audacious artistry as much as to the inevitable. The towers are lovingly re-created—every column and bolt stunningly tactile. Yet it's Gordon-Levitt's engaging turn and the thrill of feeling as if we're 1,350 ft. high that take our breath away. *The Walk* is a visionary high-wire act. —JOE NEUMAIER

'People ask me, "Why do you risk death?" For me, this is life.'

JOSEPH GORDON-LEVITT, as Philippe Petit



TIME
PICKS

MUSIC

On his third solo album, *Grey Tickles, Black Pressure* (Oct. 2), singer-songwriter **John Grant** puts his melancholy baritone to use on disarmingly honest, well-crafted songs about his midlife crisis.



MOVIES

He Named Me Malala (Oct. 2) tells the story of Pakistani teen Malala Yousafzai, who survived an assassination attempt over her advocacy for girls' education and became the youngest winner of the Nobel Peace Prize.

BOOKS

In her 15th novel, **The Heart Goes Last** (Sept. 29), Margaret Atwood imagines a near-future utopia for which the price of admission is spending alternating months in a dystopia.

TELEVISION

The critically acclaimed drama **The Good Wife** returns to CBS for its seventh season on Oct. 4, with star Julianna Margulies joined by new series regulars Vanessa Williams and Margo Martindale.



Rosenthal gazes upon Spanish ham in *I'll Have What Phil's Having*

PROFILE

Why everybody loves TV's most fearful foodie, Phil Rosenthal

I KNOW PHIL ROSENTHAL DIDN'T ORDER THE boiled chicken feet. He knows he didn't order the boiled chicken feet. But the boiled chicken feet arrive, and when Rosenthal demurs, the non-English-speaking waiter at the dim sum place just outside L.A. points to the list he printed out in Chinese, which apparently says, quite clearly, "boiled chicken feet." "See? You can travel in your own town," says Rosenthal, delighted. But he doesn't eat the chicken feet—nor do I, nor do his teenage daughter Lily, *Simpsons* writer Matt Selman or TV writer Eli Attie, who are seated with us. Sure, Rosenthal, the comedy writer who co-created and ran *Everybody Loves Raymond*, is the host of a new travel show about food, but it's a nice show where nice people have a nice time, and there's no need to prove anything, especially not with boiled chicken feet. "I'm exactly the same as Anthony Bourdain," he says, eating a pork bun, "if he were afraid of everything."

I'll Have What Phil's Having is not only the funniest travel show on television (Mondays on PBS) but also the warmest. In Florence, incapable of finding words to express his joy after tasting gelato straight from the machine, Rosenthal kisses the woman making it. Later in the episode, after taking a bite of steak that leaves him equally *verklempt*, he kisses the butcher. It's basically a show about a very happy man kissing people after eating things.

PBS ordered the show for its prime-time lineup after seeing Rosenthal bumble around Moscow

WHAT PHIL HAD

A sampling of the fare Rosenthal noshes on camera



Strawberry tarts and other delights from legendary pastry chef Pierre Hermé in Paris



In Tokyo, wagyu beef with "bloody" beetroot hearts by Den chef Zaiyu Hasegawa



Manchego-foam tapas in "mini air bags" at chef Albert Adrià's Tickets in Barcelona

in his 2010 documentary *Exporting Raymond*, in which he consults on a Russian-language version of the sitcom. For *What Phil's Having*, Rosenthal gets chef Albert Adrià to recommend coffee and churros in Barcelona and in L.A. takes Martin Short to his first Korean meal and Paul Reiser to his first pastrami sandwich at Langer's, but he comes off like a guy who can't believe he just got his passport. Rosenthal Skypes with his parents in each episode, and his brother Rich is the producer, neatly re-creating the *Raymond* dynamic. This is his *Curb Your Enthusiasm*, only instead of irritating his friends over petty personal affronts, he would like you to try this amazing slice of *jamón ibérico*.

Rosenthal is slightly anxious about the new show, which, of course, he doesn't really need. He's well connected and rich enough to go to any restaurant in the world. But, as an ex-actor who got to play the chef in *Spanglish* and a small part in *30 Rock*, he needs an audience. Like anyone within two degrees of Rosenthal's social circle, I've been invited to one of his daily restaurant lunch dates (always at noon, when there's no crowd) as well as the semiregular Sunday-night movie parties in his screening room—which start with professionally made pizzas from the wood-fired oven in his kitchen. "All my dad wants is for people to be excited about the things he likes," says daughter Lily as she eats tofu with abalone sauce. "I think it's called megalomania," Selman adds as he eats deep-fried lobster with garlic and chili. "Maybe menschalomania."

Though he grew up on Long Island eating dinners cooked by his mother in an oven "with a setting for shoe," Rosenthal has made food a primary avocation since graduating from college. Comedy writers revere *Everybody Loves Raymond* for three reasons: the jokes could come only from each character; the writers were home in time for dinner; and the lunches. Rosenthal called his production company Where's Lunch to signal the most important part of the day. He even got the line producer to divert money from the budget toward food. CBS president Les Moonves said it was the best-catered show he'd ever seen. Every Friday, the writers ate the *omakase* at Nozawa, one of America's top sushi joints. Rosenthal has invested in more than 20 high-end restaurants, including Next in Chicago and Providence in L.A. "I do it because it's a way of supporting the arts," he says. "Why should art stop at your eyes and your ears?"

After dim sum, back at his house, Rosenthal excitedly asks me to try a ginger candy from Hong Kong. He says that when he told his brother he was doing a travel show, Rich asked, "What are you calling the show, *Lucky Bastard?*" Which is now the name of his new production company.

—JOEL STEIN

QUICK TALK Justin Theroux

The actor stars in *The Leftovers*, the HBO drama about what happens after 2% of the world's population mysteriously vanishes. When its second season opens Oct. 4, the show moves to a new setting and drastically departs from the Tom Perrotta novel on which it's based.

—NOLAN FEENEY

Which is scarier: the disappearances of *The Leftovers* or the start of a zombie apocalypse à la *Fear the Walking Dead*? The former. The unexplained thing is always much more terrifying. We see that when we see planes disappear over the ocean. That's the thing that keeps you scratching your head or awake at night.

***The Leftovers* doesn't answer many of viewers' most pressing questions. Does that drive you crazy as an actor?** It's always been easier for me. It's the difference between a pop album and a jazz album. You're not expecting the same breaks when you're listening to John Coltrane. It's a slow burn.

Critics called this show one of TV's bleakest. How does the cast keep things from getting too heavy? We do as much joking between takes as possible. Not that it would become irreverent toward the work—we just knew there had to be some pressure release.

You also wrote the upcoming *Zoolander* sequel. How immersed in the world of fashion are you? I love high fashion. It's a hysterical topic. I always take examples from shows in New York and Paris. There are unbelievable cameos. For the first one, they had real trouble [getting them] because no one knew what it was. Now it's more iconic. We write cameos with the knowledge that we're probably going to get them.

So the fashion industry is happy to laugh at itself? It's like when you do movies that poke fun at Hollywood. Everyone doesn't think they're the person being made fun of. It's a wonderful sort of "That's obviously not me." But it could be.

ON MY RADAR

STRANGERS WITH CANDY

'It's probably the most brilliant television show ever written, comedically.'

SIRIUSXM'S BACKSPIN STATION

'I've been reliving hip-hop from the '80s and '90s. I'm reminded that hip-hop used to be much more fun. It was all about block parties and meeting girls.'



BOOKS

Mrs. Piggle-Wiggle goes millennial

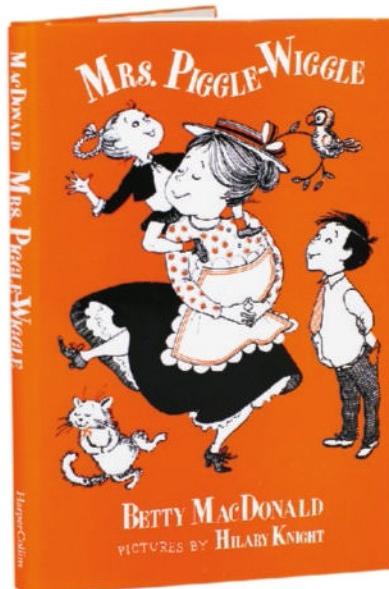
WHEN BETTY MACDONALD PUBLISHED THE FIRST *MRS. PIGGLE-WIGGLE* book in 1947, her friendly high-heeled heroine with the magical hump on her back quickly became a fixture of children's literature. Mrs. Piggle-Wiggle's gentle refereeing of kids' squabbles and her "cures" for misbehavior—from powders and potions to a pig with impeccable table manners—were catnip for kids and parents alike. Beneath the storytelling was a keen understanding of child psychology: a little girl who hates washing the dishes, for example, performs the chore with enthusiasm when she and Mrs. Piggle-Wiggle pretend a wicked witch is coming to inspect. The book was a parenting guide masquerading as the adventure tale of a pirate's widow who rattles around an upside-down house.

Seven decades, four sequels, a TV adaptation and one musical later, the classic series will get a revival, with the help of Ann M. Martin, creator of the young-adult juggernaut *The Baby-Sitters Club*. Next year, she and Annie Parnell, MacDonald's great-granddaughter, will introduce a new generation of children to Missy Piggle-Wiggle, Mrs. Piggle-Wiggle's great-niece. In the new stories—there are plans for two books—20-something Missy comes to watch over the beloved upside-down house and its menagerie after her great-aunt has had to go away unexpectedly. The new editions are also manuals in light disguise: when parents in the neighborhood discover that Missy too has magical powers and a knack for child care, they start coming to her for help with bad behavior.

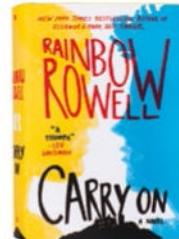
Recharging landmark children's-book series has become a popular tactic for publishers. This month, Simon & Schuster will release *The 365 Days of Eloise*, a holiday-themed version of *Eloise*, with illustrations by Hilary Knight (who illustrated some of the early *Piggle-Wiggle* books). There have been multiple contemporary continuations of Laura Ingalls Wilder's *Little House* series; the Hardy Boys live on in a *Secret Files* series begun in 2010; and several years ago, Herman Parish, Peggy Parish's nephew, started a prequel to his aunt's *Amelia Bedelia* series.

But children today are savvier than they were in the '40s and '50s, Martin thinks—and perhaps more apathetic too. The title of the first new volume is emblematic of that shift: *Missy Piggle-Wiggle and the Whatever Cure*, named for a little boy whose default response is "Whatever." The young Missy Piggle-Wiggle's scenarios will shift accordingly, complete with iPhones and computers. Martin hopes the new volumes will retain the "fanciful magical fun" of the classics, though one wonders how susceptible today's "whatever"-ing kids will be to Piggle-Wiggle-style tactics.

Or maybe the magic will prove timeless. "It wasn't until I had children of my own that I realized just how spot-on Mrs. Piggle-Wiggle's approach to child rearing was," says Parnell. And if that playful approach to parenting was taken for granted in past generations, it will be a welcome throwback today.—SARAH BEGLEY



MacDonald published the first four *Piggle-Wiggle* books in the '40s and '50s; in 2007, Anne MacDonald Canham completed a fifth with her mother's notes



BOOKS

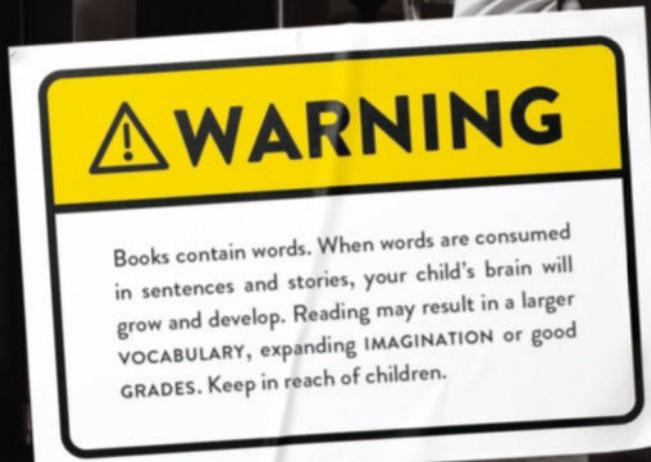
Inside the magic

IMAGINE WHAT THE HARRY Potter books would look like if Draco Malfoy were a) Harry's roommate, b) a vampire and c) in love with Harry. Or wait, you don't have to! Because Rainbow Rowell has already done it in an outrageously enjoyable novel called *Carry On*. The book takes place at the Watford School of Magicks, a boarding school for young wizards, among whom is one Simon Snow. Snow is well known to be the Chosen One, but he doesn't quite fit the profile or feel it. He never seems to know what's going to come out of the business end of his wand, and he's increasingly disaffected with the whole business.

Carry On isn't fan fiction, but it plays off *Harry Potter*, using those books as a springboard to reach raw, vivid and frequently hilarious heights all its own. (Snow actually began life in Rowell's 2013 novel *Fangirl*.) It's a brilliantly addictive, genuinely romantic story about teenagers who can't be neatly sorted into houses, coping with stress and loss and the confusion of just trying to be who they are. It's as if Rowell turned the *Harry Potter* books inside out, and is showing us the marvelous, subversive stuffing inside. —LEV GROSSMAN

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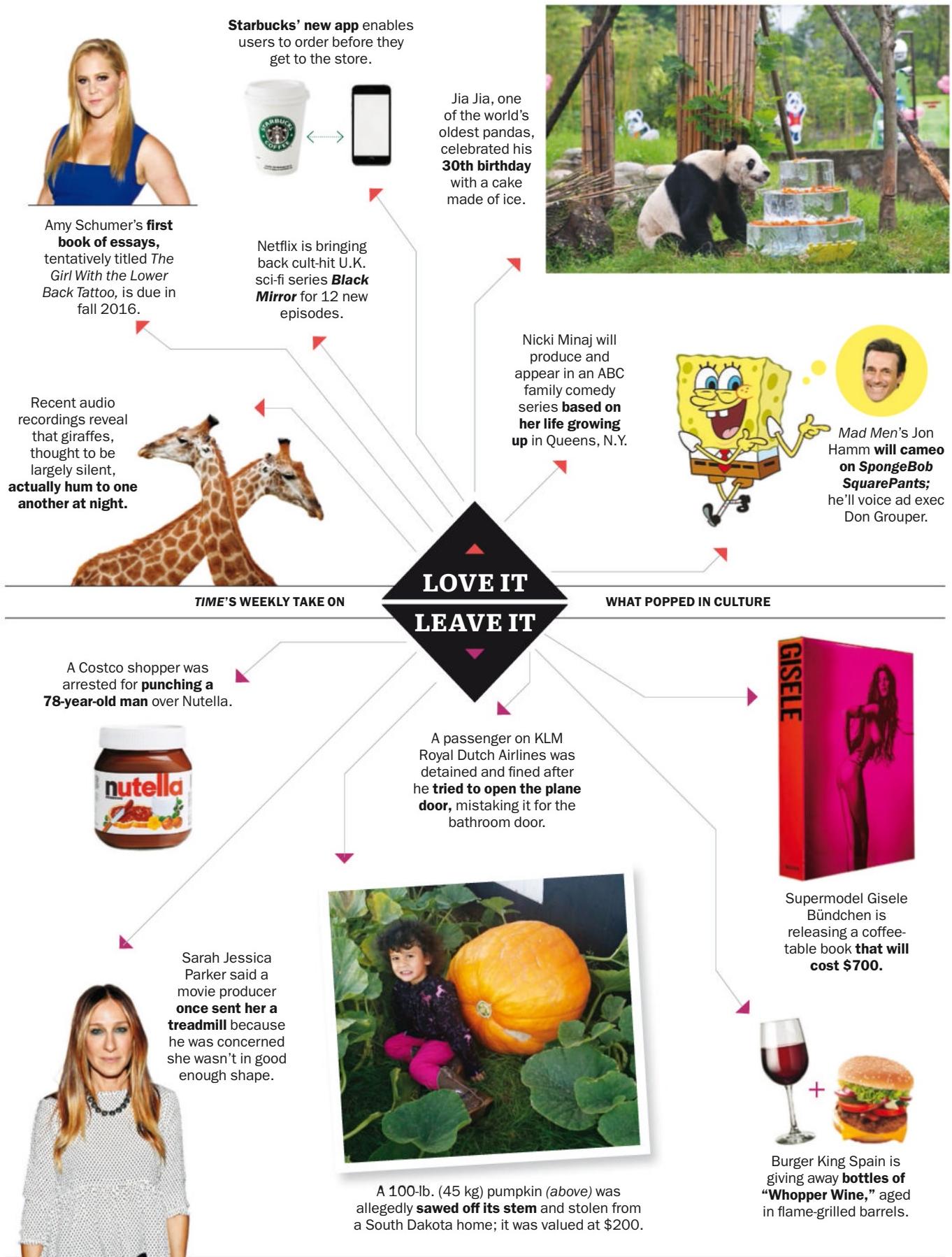
THE LOVE OF READING



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Time Off PopChart





THE AWESOME COLUMN

The art of the boring memoir, or how I learned to find drama in my life story

By Joel Stein

THE GREAT THING ABOUT BEING AN AUTHOR IS THAT THE people hiring you didn't go to Harvard Business School. So after losing hundreds of thousands of their dollars on my first book, Hachette offered me a contract for a memoir. My editor didn't even bother with due diligence, such as asking: Has anything awful ever happened to you? Because unfortunately, the answer is: "No. I'm a guy so lucky he's getting paid to write a memoir despite nothing bad ever happening to him."

To deal with this, I considered joining ISIS before learning that they are completely inflexible about their "no Jews" policy. So in the 11 months since I signed my book contract, I've written nothing, which is disconcerting since that's 10 months longer than I usually procrastinate. Panicked, I got *The Art of Memoir*, an excellent new book by Mary Karr. A poet and English professor at Syracuse, Karr wrote *The Liars' Club*, the story of her childhood with an abusive, alcoholic, schizophrenic mother. Luckily, in *The Art of Memoir* she tells potential memoirists not to let a dearth of abuse stop us, though she says it like this: "I was born in the richest country in the world to literate, employed parents who owned their home. Some start out brain damaged in rape camps in far-flung gulags. My suffering is not one iota of what such folks endure." The greatest suffering I'd ever endured was finding out about gulag rape camps.

AFTER 45 MINUTES of reviewing my life's material, Karr sensed potential in an incident in which my mother hit my father with a sweater. "It doesn't matter how it is to everyone else, it matters how it is to you," she said. "You make that sweater hit as colossal as it possibly was." If I returned to that moment, reliving the fear of my parents imminent divorce, confusedly reassembling my assumptions about my idyllic childhood, would Karr read my memoir of suburban semi-angst? "Never happen," she answered.

With that encouragement, I got a decaffeinated tea, chose a moody Spotify playlist and suffered:

I was too young to know that the end comes neither with a bang nor a whimper but a laugh of relief. This time, my dad didn't close the door hard and stomp somewhere in my suburban neighborhood I could never picture though there weren't many streets to choose from. This time, my dad held a thin, white sweater joyously aloft, reporting the event over and over as if the divorce was coming by sea. "She hit me! With a sweater!" They both thought it was hilarious. I wondered what college was farthest away.

But I was not crying and barfing from the memories, as Karr promised in her book. So I called my friend Neil Strauss, who wrote *The Game*, in which he mastered picking up women, and has written a new memoir that I had given some editing advice on, most of which was "you need to warn your parents." In *The Truth: An Uncomfortable Book About Relationships*, he goes to



rehab for sex addiction, discloses his father's secret fetish for handicapped women and severs his relationship with his smothering handicapped mother. When I told him I had no sexual abuse or life-threatening diseases to write about, Neil laughed. "You're taking the Movie of the Week definition of trauma. You want to do it? Let's do it." I had barely told him a story of my parents arguing at dinner while I quietly tried to stop them when he interrupted, excited. "You couldn't be heard by speaking, so you could be heard by writing," he said. "Dude, is that not trauma? You were the peacemaker, which a child is never supposed to be. That's enmeshment, when you're taking care of your parents' needs instead of them taking care of yours."

I WAS CLEARLY going to have to go to some kind of therapy, like Neil did, to learn to do this memoir talk. But before I did, I called my book editor, Ben Greenberg, to find out exactly what he's liked in other memoirs. "I did Ozzy Osbourne's memoir. He literally tried to kill his wife. And that was one page of the book," he said. I confessed that I once called my wife the "c" word. "Ozzy calls everyone a c---, as a term of endearment. The dude snorted a line of live fire ants. He was traveling in a bus that got hit by a plane. He survived a plane crash in which the plane crashed into him." I considered giving him the money back, until I realized that would involve me having less money. So I just asked him why he ever gave me this book deal. "I felt like you have embarrassing sex stories," he said. I immediately felt freed, memories streaming out from me on the phone. "The failed three-way sounds good," he said, satisfied. It's going to be a long book. □

Rob Schenck The evangelical leader and antiabortion activist explains his unorthodox stance on guns as a new film, *The Armor of Light*, follows his crusade

What does your organization Faith and Action do? We attempt to communicate the message of Christ to those at the top tier of government. The Presidents, those who work directly with the President, members of Congress and the judiciary.

Do you get good access? We want to maintain the confidence of the people we talk to, but yes, in fact, we receive a surprisingly warm welcome in all three branches.

You and your twin brother Paul were well known for your pro-life activism in Buffalo, N.Y. Do you have any regrets about that time? Yes, I do. I was much younger. So maybe the tone and content of our message could have been more deferential to all parties. And I was not mindful enough of the women seeking abortion—the emotional dimensions to that, especially.

Are you backpedaling from a pro-life position? No, I'm not. I still believe very strongly that every human life, at whatever stage, even potential life, has inherent value. I think I'm seeing today what I couldn't see 20 years ago—a terrible crisis of two lives, not one.

Why are you now taking up the issue of guns? Our perceived need for self-defense discounts the life of the person on the other side of the gun. I'm really limiting my message to my fellow Christians, especially evangelicals. And we have a massive presence of lethal weapons in our Christian communities. I'm aware of some pastors who now go into the pulpit armed and ready to use their weapons to defend their congregants. That sets up, in my mind, a disaster.

What do you say to people who say they need a gun to protect themselves and their families? I like to ask people the last time they faced a mortal threat in their life. Most people can't think of one. Within our conservative ranks, there seems to be an almost ram-

pant fearmongering that's used as a device to build audiences and readership. And I think it's contrary to the optimism of the Gospel.

What's behind the bond between the NRA and evangelicals? Christians, especially evangelicals, often fear persecution by government. And that does occur in other places. So we project it here. Groups like the NRA have tapped into a predisposition that we all have, which is to look to ourselves as our own rescuers, our own saviors, if you will, rather than to God.

Are you advocating for gun control? No. My proposal is for pastors, people I describe as shepherds of souls, to look at this in their respective communities. To see what kind of effect it's having and then to address it, in preaching, in teaching, in moral reflection.

'Often gun owners feel you're questioning their moral status.'

How has the response been? It's been mixed. People tend to take a very defensive posture in this discussion. When you bring up guns, often gun owners feel that you're questioning their moral status. But I think we can often unintentionally disregard the value of human life, simply because we haven't thought through the issue.

Did you used to get a lot of support from the Tea Party? I did. I expect I'll lose a lot of support. I hope with the track record that I have with very conservative groups that they give me some space to explore these things without summarily dismissing me as a defector. But the deepest of moral, ethical and spiritual questions can't be answered by a political party.

—BELINDA LUSCOMBE



A close-up photograph of a woman with blonde hair kissing the nose of a large, tricolor Bernese Mountain Dog. The dog has a black coat with white and tan markings. The woman's face is partially visible on the right side of the frame.

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